

## **1. PURPOSE STATEMENT**

***To deliver, for the citizens of Dundee, and those who visit the City, high quality Leisure, Sporting, Cultural and Learning Experiences which contribute to their quality of life.***

## **2. WHO ARE WE?**

Leisure & Culture Dundee is a Scottish Charitable Incorporated Organisation. Established by the Office of Scottish Charity Register (OSCR) in July 2011 (SC042421). It is an independent Scottish Charity with responsibility for the delivery of leisure, sports, library, information and cultural services in Dundee City.

## **3. WHAT MATTERS TO US?**

- Service quality and excellence
- Enjoyable social learning and recreational experiences
- Equality and social responsibility
- Delivering "best value"

## **4. VALUES/STATEMENT OF PRINCIPLES**

Each Service has its own statement of principles - see Appendix 1. These sit below the overarching organisational values of Leisure & Culture Dundee.

## **5. KEY SERVICE AREAS**

### **LEISURE AND SPORT SERVICES**

#### **Active City**

- Management of Leisure and Sport facilities and services:
  - Active Schools
  - Golf Courses
  - Douglas Sports Centre
  - Dundee International Sports Centre (DISC)
  - Lynch Sports Centre
  - School Community Sports and Swimming Facilities
    - Baldragon
    - Braeview
    - Craigie High
    - Craigowl
    - Fintry
    - Grove
    - Harris
    - St. Andrew's
    - St. John's
    - St. Paul's

#### **Active Living**

- Management of Leisure and Sport facilities and sport and wellbeing services:
  - Ancrum Outdoor Learning Centre
  - Camperdown Wildlife Centre

- Dundee Ice Arena
- Health & Wellbeing Services
- McTaggart Regional Gymnastics Centre
- Sports Development Services
- Support of Community Sports Hubs
- Management of service provision which has a focus on targeted groups:
  - Holiday Programmes, including ParkLives
  - Partnership Projects such as Macmillan Move More
  - Physical Activity Service, including early years, basic moves and pre-school and out of school activities
  - Referral Hub
- Management of the dance service and programmes
- Development of partnership work with agencies providing support for vulnerable people

### **City Aquatic Service**

- Management of the Olympia Leisure Centre
- Aquatics Development Service and swimming lesson programmes
- Lochee Swim & Leisure Centre

### **Business Improvement Service**

- Business Development
- Customer Engagement
- Events & Promotions
- Health & Safety Advice
- Membership Services
- Service Improvement
- Training Provision

### **Policy & Strategy**

- Network Management & Development
- Performance Management
- Policy Advice
- Service Administration
- Strategic Planning
- Lead for Regional Performance Centre for Sport

## **LIBRARY AND INFORMATION SERVICES**

### **Adult Library and Information Services**

- Management and development of services to adults across the City
- Outreach Services, including Housebound and Mobile Services
- Support for "Friends" groups
- Advice and support for on-line welfare benefits

### **Children's Library and Information Services**

- Management and development of the School Library Service
- Management and development of services to children across the City
- Central Children's Library
- Outreach Services, including work with schools and early years partnerships
- Bookbug Scottish Book Trust's Early Years Programme Delivery

### **Information Services**

- Free access to PCs and the Internet in all locations.
- Management and development of information services across the City
- Central Library: Reference Library, Science and Business, Local History
- Web development and support
- Access to digital resources, including the Directory of Local Organisations
- 14 different locations and 240 terminals across the city offer free public wi-fi and internet access

### **Library Performance and Resources**

- Performance monitoring and development of library operations across the City.
- Bibliographic Services
- Staffing training, co-ordination and deployment

### **Marketing and Communications**

- Creative Services
- Marketing and Promotion and PR
- Social Media

## **CULTURAL SERVICES**

### **Museum Services**

- Management and development of history and natural sciences collections
- Registration and documentation of all collections
- McManus Collections Unit
- Broughty Castle Museum
- The Old Steeple

### **Fine and Applied Arts**

- Management and development of Art Collections
- Exhibition Programme
- Liaison with other art providers

### **Learning and Engagement**

- Management and development of Creative Learning programmes
- Front of house operations
- Partnership with other learning providers
- Mills Observatory
- Retail

### **Halls and Music Development**

- Management, promotion and development of Caird Hall Complex and Burgh Halls
- Liaison with hirers, promoters, franchisee, etc.
- Management of Dundee City Box Office
- Music Development

### **Operations and Support**

- The McManus: Dundee's Art Gallery and Museum
- Building management
- Admin/Clerical
- Support for the Community/Cultural Partners Group
- Support Friends and Supporters Groups
- Venue Hire

## **SUPPORT SERVICES**

### **Finance, IT and Property**

- Financial, management and cost accounting support service
- Treasury management
- Property, IT, legal, transport liaison support
- Preparation of organisation's Annual Accounts
- Organisational risk management

### **Employee Support**

- Staffing service provision
- Payroll input preparation
- Health and safety support service

- HR support
- Equality and diversity
- Organisational structure

#### **Headquarters Partnership Functions**

- Policy advice to Dundee City Council relating to Culture, Sport and Library and Information Services
- Support for the Great War Dundee Project.
- Support for the Dundee Partnership Learning and Culture Group.
- Lead the Dundee Partnership Physical Activity Strategy and Sports Strategy Groups.
- Management of the UNESCO City of Design initiative.
- Support for the Dundee Partnership Festivals and Events Strategy Group.
- Support for the Dundee Festival Trust, and Dundee City Council Community Hogmanay Celebrations Grant Scheme.
- Management of the Dundee Place Partnership Programme.
- Lead the City's Growth Mindset Project.

## **6. PROPERTIES OPERATED BY LEISURE & CULTURE DUNDEE**

### **Cultural Facilities**

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|---|---|
| <ul style="list-style-type: none"> <li>• The McManus: Dundee's Art Gallery and Museum</li> <li>• Caird Hall Complex</li> <li>• Mills Observatory</li> </ul> | <ul style="list-style-type: none"> <li>• McManus Collection Unit</li> <li>• Broughty Castle Museum</li> <li>• Burgh Halls</li> <li>• The Old Steeple</li> <li>• Dundee City Box Office</li> </ul> |
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### **Libraries**

- |   |   |
|---|---|
| <ul style="list-style-type: none"> <li>• Ardler Library</li> <li>• Arthurstone Library</li> <li>• Blackness Library</li> <li>• Broughty Ferry Library</li> <li>• Central Library</li> <li>• Charleston Library</li> <li>• Coldside Library</li> </ul> | <ul style="list-style-type: none"> <li>• Douglas Library</li> <li>• Fintry Library</li> <li>• Hub Library</li> <li>• Kirkton Library</li> <li>• Lochee Library</li> <li>• Menzieshill Library</li> <li>• Whitfield Library</li> </ul> |
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### **Leisure and Sport Facilities**

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|--|--|
| <ul style="list-style-type: none"> <li>• Ancrum Outdoor Activity Centre</li> <li>• Olympia Leisure Centre</li> <li>• Dundee International Sports Complex</li> <li>• Lynch Sports Centre</li> <li>• Douglas Sports Centre</li> <li>• Camperdown and Caird Park Golf Courses</li> <li>• Camperdown Wildlife Centre and Visitor Centre</li> </ul> | <ul style="list-style-type: none"> <li>• Lochee Leisure Centre</li> <li>• Dick McTaggart Regional Gymnastics Centre</li> <li>• Out of school use of the 8 Secondary School sports and leisure facilities and 3 PPP primary schools with specialist sports facilities.</li> <li>• Dundee Ice Arena</li> </ul> |
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## **7. PROVING BEST VALUE AND PROMOTING EFFICIENCY**

In the period leading up to the establishment of Leisure & Culture Dundee (2011/12), the City Council conducted a Lean Service Review of its Library and Information Service and a review of the staffing structure for Cultural Services.

These reviews significantly reduced staffing levels and re-profiled service delivery. In the same period, the Board of Dundee Leisure reviewed the operation of the Leisure Trust as part of the development of its Business Plan. This also resulted in a saving.

The cost to Dundee City Council of providing the services delivered by Leisure & Culture Dundee was reduced by 27% between 2011/12 and 2014/15. In the same period performance across all service areas was either maintained or improved. This trend has been maintained with the level of savings achieved increased to 33.5% by 2017/18.

The Library Service has been one of the highest performing services in Scotland and has been assessed under the PLQIM Scheme, which is externally verified. Under CIPFA indicators, the Central Library is the busiest public library in Scotland. In 2013 Dundee's Library and Information Service was recognised by the Bookseller Awards as the best in the UK.

Leisure & Culture Dundee works to the principles of HMI Performance Management Framework "How Good Is Our Culture and Sport?" (HGIOCS) and the "World Host" quality standard for customer care (approximately 95% of all staff have achieved the "World Host" qualification).

All the establishments are accredited by Keep Scotland Beautiful and many participate in VisitScotland's Visitor Attractions Award Scheme.

## **8. STAFF STRUCTURE**

Each section is led by a Head of Service with a number of managers responsible for specific service areas, as detailed in Appendix 2. Taken together, the senior management team of Leisure & Culture Dundee comprises:

- Stewart Murdoch, Managing Director (Director of Leisure and Culture)
- Paul Henehan, Head of Support Services
- Graham Wark, Head of Leisure and Sport Services
- Judy Dobbie, Head of Library and Information Services
- Billy Gartley, Head of Cultural Services

## **9. GOVERNANCE STRUCTURE**

The Governance Structure follows the form of the organisation. (Appendix 3)

Overall strategic direction and control of the organisation is the responsibility of the Board of Trustees. This comprises thirteen members, three of whom are elected members from the City Council.

The Finance Director and the Managing Director are appointed to these roles by the City Council.

There are eight independent trustees, one of whom holds the position of Chair. The role of Vice Chair is held by one of the Council appointees.

The Board has also appointed one trustee to act as its lead on Health & Safety and Property. It has formed sub-committees to support this area of its work and to support its governance of Human Resources and Equalities.

To maximise the involvement of key stakeholders, and in recognition of the diverse areas of responsibility which fall under the governance of the trust, there have been stakeholder groups formed for each of its key service areas:

- Leisure and Sport
- Library and Information Services
- Cultural Services

Each of these groups is supported by the accountable Head of Service and a Lead Trustee..

Trustees are in membership of one of the three sub-committees or three stakeholder groups and, where appropriate, membership of these committees has been extended to other key stakeholders to inform the work of Leisure & Culture Dundee.

All stakeholder meetings are recorded and these minutes are made available to the Board on a monthly cycle.

The Finance Committee, comprises the Office Bearers, DCC appointed Director of Finance, Managing Director, Head of Support Services and an additional independent Trustee.

Board meetings, Finance Committee meetings and HR and Equality Committee meetings are co-ordinated by the Managing Director, with support from the Committee Services Section of Dundee City Council.

## **10. HOW WE WORK**

The full Board meets on a bi-monthly basis.

Stakeholder groups meet no less frequently than quarterly.

Papers for Board meetings and sub-committees are prepared in a common format and are normally circulated at least five days in advance of the meeting at which they are to be discussed.

The Finance Committee meets on a monthly basis, with every second meeting also acting as a pre-agenda for the subsequent Board meeting.

HR and Equalities, and Health & Safety and Property Committees meet every two months.

The Senior Management Team meets every second Monday morning between 10.00 am and 12.00 noon.

Heads of Service organise briefing meetings with their Service Management Teams on a regular basis.

Trade union liaison meetings take place within each service area, with a joint trade union management meeting programmed twice a year.

Meetings of the Extended Management Team (Heads of Service and Managers and Section Leaders) take place bi-monthly. The purpose of these meetings is to build common purpose, review performance and deal with corporate issues in relation to the development and direction of the organisation.

## ORGANISATIONAL VALUES

The Trustees and employees of Leisure & Culture Dundee, are expected to abide by Leisure & Culture Dundee's Organisational Values in delivering its purpose, as set out in section 4 of its constitution. Specifically:

- **A Commitment to Service Quality and Excellence:**

Leisure & Culture Dundee is committed to attaining and maintaining the highest possible standards across all of its services and to work with a continuous focus on service improvement. This includes the way we will work and the quality of the outcomes and outputs we aim to achieve. We will not be complacent, we will review progress, challenge assumptions and push boundaries so that we continuously improve.

We will be committed to the principles of delivering excellent service.

We will show respect to those we work with and expect them to show respect to our staff.

We will continuously seek to improve the quality of the leisure and cultural experiences offered by the organisation, and will work to include those who find it more difficult to participate, for whatever reason.

We will value diversity and retain a commitment to empowering people to become more involved in the services we provide and the decisions which affect their lives.

These principles will underpin all of our actions.

- **A Commitment to being Empowered and Accountable:**

We will ensure that our managers work in a way which facilitates people taking pride in their work. This will include systems and processes to support and manage performance, so that staff are both empowered to work effectively for Leisure & Culture Dundee, and are able to take individual responsibility for meeting the needs of our customers.

Management will also review and address issues which may undermine staff or reduce the effectiveness of the organisation. We will encourage and support employee or trade union engagement in the development of the organisation.

Everyone will be accountable - this means we will recognise success as well as mistakes, and learn from our experience to improve our services.

- **A Commitment to actively share Knowledge and Skills:**

We will value staff and trustees who harness knowledge from diverse sources and who seek to share that knowledge across the organisation. We will seek to create an environment that supports and thrives on co-operation, inter-agency working and mutual support. Our working practices will make time and space for staff to share knowledge and skills.

- **A Commitment to ensure Equality and promote Diversity:**

We are committed to promoting equality of opportunity and to recognising and respecting the diversity of those who use our services and those who work for us.

Our Equality and Diversity Policies and Practices will mirror those of Dundee City Council, and will seek to promote equal treatment and opportunity for all, regardless of gender, sexual orientation, marital status, race, colour, disability, religion, age, ethnicity or nationality.

- **A Commitment to practice Corporate and Social Responsibility:**

We will ensure that our present actions do not have a negative future impact on our community. This includes considering the environmental and ethical implications and opportunities of our decisions and actions.

## STATEMENT OF PRINCIPLES

### CULTURAL SERVICES

- Provide high quality, consistent and customer focussed access to cultural services and resources.
- Support, inspire and guide cultural services towards realising their full potential.
- Recognise the talent, nurture and support staff and volunteers who work in cultural services.
- Provide and promote access to the cultural heritage of Dundee and Scotland.
- Provide information and venues to support and promote cultural and creative learning activities, improving people's quality of life.
- Work in partnership with other agencies, particularly Dundee City Council education, cultural service partners, voluntary and community groups, to offer cultural services to the public.

### LIBRARY AND INFORMATION SERVICE

- Provide free, consistent and customer focused access to high quality resources for reading, information and learning.
- Provide neutral community spaces which are welcoming both externally and internally.
- Encourage and facilitate reading for leisure, knowledge and self fulfilment.
- Support and facilitate access to information and digital literacy.
- Promote Scotland's cultural heritage and facilitate access to genealogical and local history material.
- Help to build vibrant communities by encouraging community involvement and locally based activity thus promoting inclusion.
- Work in partnership with Dundee City Council and other agencies including the voluntary sector and community groups to provide value added services to the public.

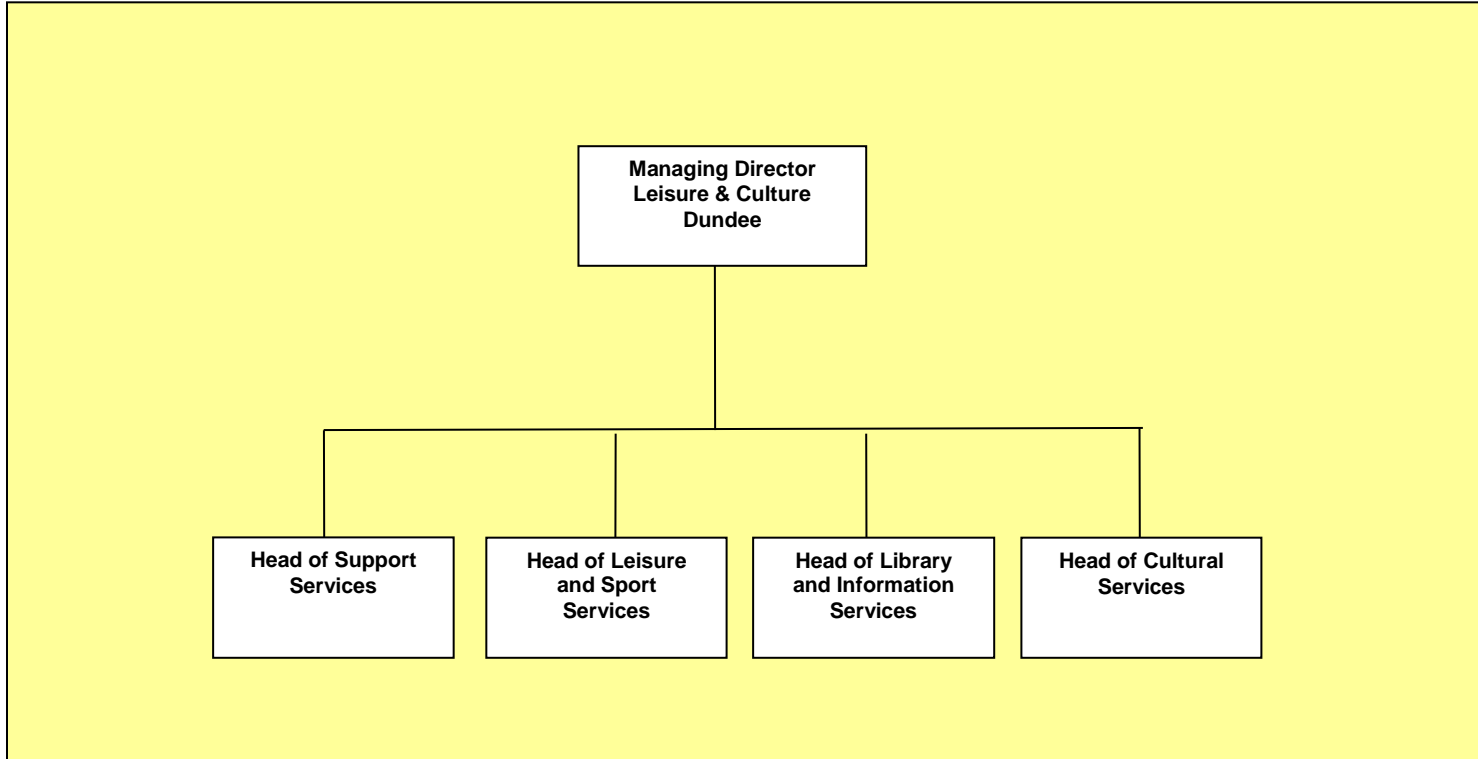
### LEISURE AND SPORT SERVICE

- Provide customer focused physical activity and leisure experiences which contribute to general wellbeing and quality of life.
- Lead the sporting network in the City.
- Support customers' and participants' aspirations through provision of specific development programmes.
- Build an active city culture which engages the community and increases participation levels.
- Provide Health and Wellbeing Services to support a wide range of people which contribute to their specific requirements.
- Establish the contribution that physical activity makes to the lives of Dundee's residents with all agencies of the Dundee Partnership.
- Promote the work of national agencies, particularly **sportscotland** and governing bodies such as SFA, SRU, Scottish Swimming.
- Create added value from the delivery of our services, some of which will lead to employment and training opportunities.
- Work in partnership with Dundee City Council Services, key stakeholder groups and agencies to provide co-ordinated programmes and services which will help in ensuring physical activity is a central vehicle to strengthening the community.

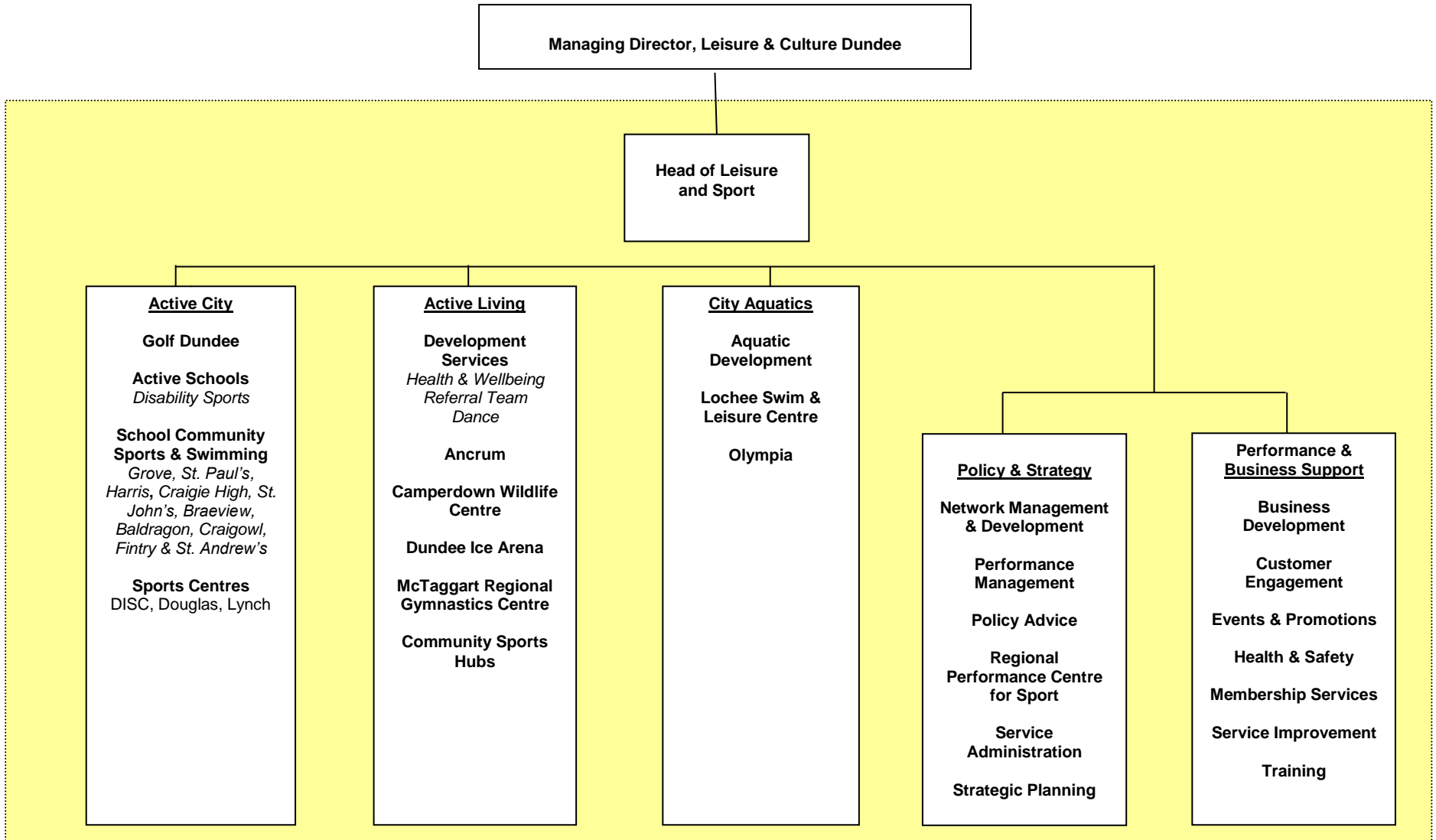


**SCIO - LEISURE & CULTURE DUNDEE  
STRUCTURE**

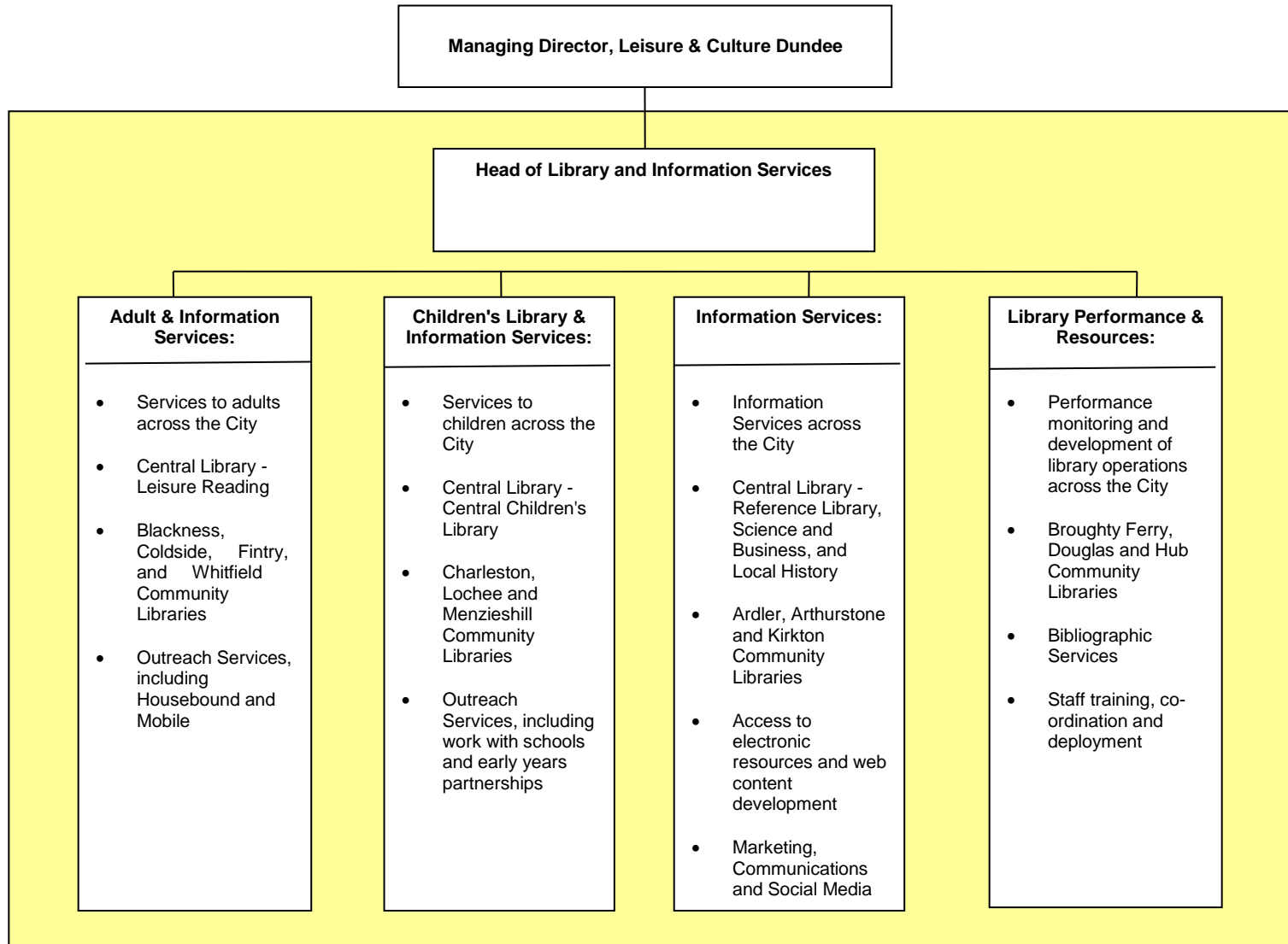
**Senior Management Team**



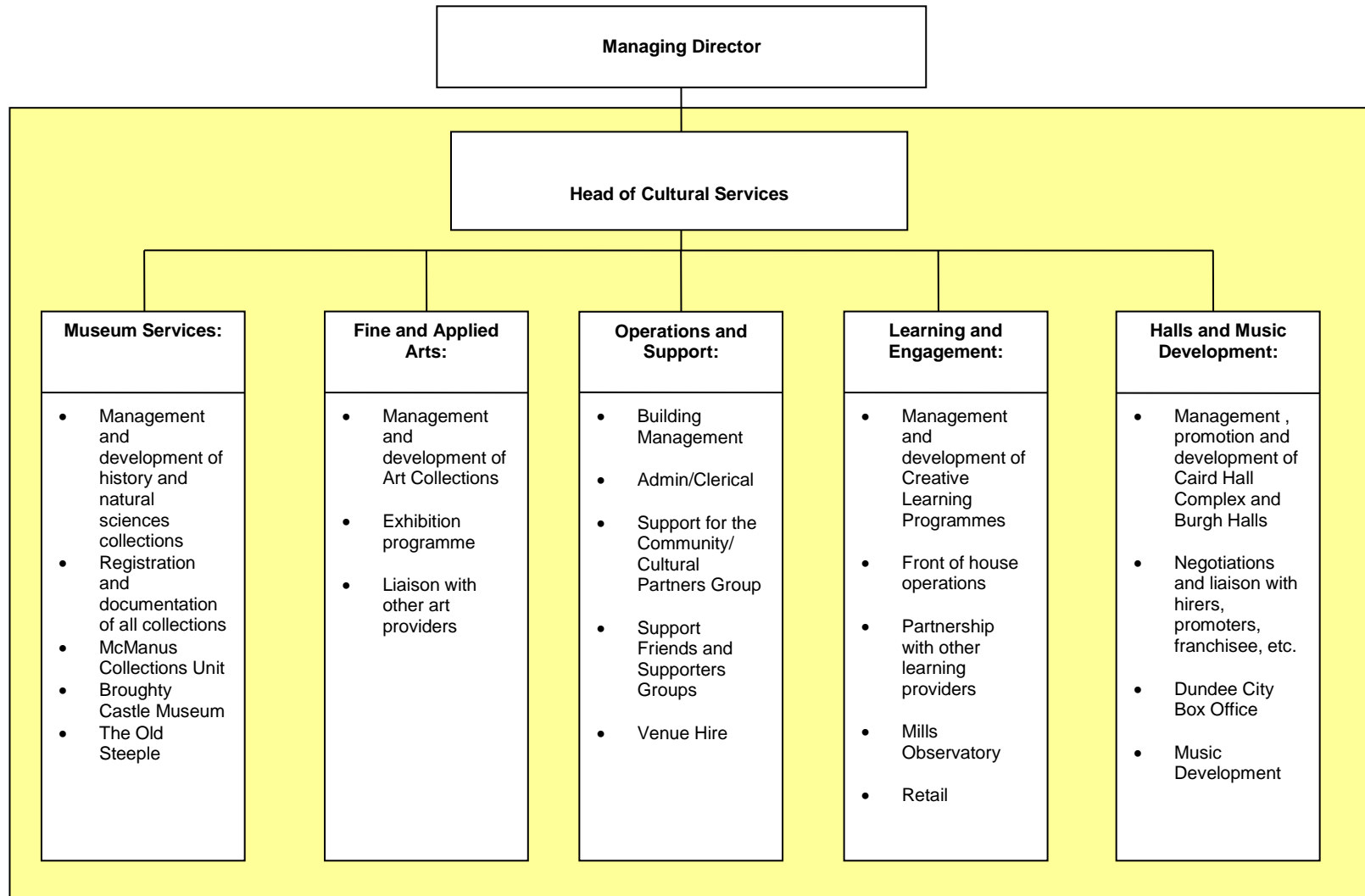
**Leisure and Sports Services**



**Library and Information Services**



**Cultural Services**



### Support Services

