

1. PURPOSE STATEMENT

To deliver, for the citizens of Dundee, and those who visit the City, high quality Leisure, Sport, Cultural and Learning Experiences which improve 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"
- Attitude, outlook and ethos

4. VALUES/STATEMENT OF PRINCIPLES

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

5. KEY SERVICE AREAS

Leisure and Sport Services

- **Active City**
 - Management of Leisure and Sport facilities which have a city-wide/regional focus:
 - the Wildlife Centre;
 - golf courses;
 - Dundee International Sports Centre (DISC);
 - McTaggart Regional Gymnastics Centre.
 - Provision of Sport Specific Development Services, including coach and club development and support for Sport Dundee and Dundee City Disability Sports.
 - Co-ordination of city-wide national and regional sport specific initiatives and programmes (excluding swimming).
 - Links with National Governing Bodies of sport.
 - Development of city-wide services, outdoor and open space provision.

- **Active Communities**

- Management of Leisure and Sport facilities which have a community focus:
 - Lynch and Douglas Sport Centres;
 - Lochee Swimming Pool;
 - Community sports development services including Active Families.
- Delivery of the specialist sport provision for vulnerable groups, including those with a disability.
- Management of community sports hubs support and liaison with local communities.

- **Active Futures**

- Management of service provision which has a focus on young people and use of school facilities:
 - after school use of St Paul's and Grove Academies' sport and leisure facilities;
 - Physical activity service, including early years, basic moves and pre-school and out of school activities.
- Management of the dance service and programmes.
- Development of Leisure and Sport's educational partnerships.
- Development of partnership work with agencies providing support for vulnerable young people, i.e. Barnardos.
- Interface with the national and local early intervention programme.

- **Olympia Leisure Centre**

- Management of the Olympia Leisure Centre.
- Aquatics development service and swimming lesson programmes.
- Provision of health and fitness co-ordination across Leisure and Sport facilities.

- **Dundee Ice Arena**

- Management of the Ice Arena.
- Development of UK Learn to Skate Programme.
- Development of UK Learn to Play (Ice Hockey) Programme.
- Management of National Curling Development Programme.
- Promotion of Venue facilities

Library and Information Services

- **Adult Library and Information Services**

- Management and development of services to adults across the City
- Central Library - Leisure Reading
- Outreach Services, including Housebound and Mobile Services

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

- Management and development of services to children across the City
- Central Children's Library
- Outreach Services, including work with schools and early years partnerships

- **Information Services**

- Management and development of information services across the City
- Central Library: Reference Library, Science and Business, Local History
- Web content development

- Access to electronic resources, including the Directory of Local Organisations
- **Library Performance and Resources**
 - Performance monitoring and development of library operations across the City.
 - Bibliographic Services
 - Staffing training, co-ordination and deployment

Cultural Services

- **Museum Services**
 - Management and development of history and natural sciences collections
 - Registration and documentation of all collections
 - Collections Unit (Barrack Street) liaison
 - Broughty Castle liaison
 - Old Steeple liaison
- **Fine and Applied Arts**
 - Management and development of art collections
 - Exhibition Programme
 - Liaison with other art providers
 - Camperdown House liaison
 - Retail
- **Learning and Engagement**
 - Management and development of creative learning programmes
 - Front of house operations
 - Partnership with other learning providers
 - Mills Observatory liaison
- **Halls and Music Development**
 - Management and development of Caird Hall and facilities, and Burgh Hall
 - Liaison with hirers, promoters, franchisee, etc.
 - Management of City Box Office
 - Music Development
- **Operations and Support**
 - Building management
 - Admin/clerical

Support Services

- **Finance and Business Development**
 - Financial, management and cost accounting support service
 - Comprehensive, pro-active business development support
 - Income generation
- **Employee Support**
 - Staffing service provision
 - Payroll input preparation

- Training administration support
 - Health and safety support service
 - Property, IT, legal, transport liaison support
 - Records management/data protection support
- **Marketing and Design**
 - 2D and 3D design
 - Marketing and promotion

6. PROPERTIES OPERATED BY LEISURE & CULTURE DUNDEE

Cultural Facilities

- The McManus: Dundee's Art Gallery and Museum
- Caird Hall
- Mills Observatory
- Collection Unit (Barrack Street)
- Broughty Castle Museum
- The Burgh Hall
- St Mary's Tower (The Steeple)
- Camperdown House

Libraries

- Ardler Library
- Arthurstone Library
- Blackness Library
- Broughty Ferry Library
- Central Library
- Charleston Library
- Coldside Library
- Douglas Library
- Fintry Library
- Hub Library
- Kirkton Library
- Lochee Library
- Menzieshill Library
- Whitfield Library

Leisure and Sport Facilities

- Olympia Leisure Centre
- Dundee International Sports Complex
- Lynch Sports Centre
- Douglas Sports Centre
- Camperdown and Caird Park Golf Courses
- Camperdown Wildlife Centre and Visitor Centre
- Lochee Leisure Centre
- Dundee Ice Rink
- Dick McTaggart Regional Gymnastics Centre
- Community use of Grove and St Paul's and PPP primary schools with specialist sports facilities.

7. PROVING BEST VALUE AND PROMOTING EFFICIENCY

In the twelve months leading up to the establishment of the new charitable organisation, 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 has been reduced by 22.6% between 2011/12 and 2013/14. In the same period performance across all service areas has either been maintained or improved.

The City Council's Library Service has been one of the highest performing services in Scotland. It is 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 is working 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, and continues the use of the quality assurance framework PLQIM (Public Library Quality Improvement Matrix).

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
- Caroline Findlay, Head of Support Services
- Graham Wark, Head of Leisure and Sport
- 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, four of whom are elected members from the City Council (one of whose number being the Chair of the organisation).

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

There are seven independent trustees, one of whom holds the position of Vice Chair. The position of SCIO Secretary is held by the Head of Support Services.

The Board has also appointed one trustee to act as its lead on Health and Safety. It has formed a sub-committee to support this area of its work.

There are also Lead Trustees for:

- Property and IT
- Volunteering and Equalities
- Marketing and Design

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.

Trustees are in membership of one of the three stakeholder groups and membership of these committees has been extended to allow a range of other key stakeholders to inform the work of Leisure & Culture Dundee.

All stakeholder meetings are recorded and these minutes are brought to the Board on a monthly cycle for information.

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

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

10. HOW WE WORK

Initially, the Board met monthly. After the first six months and after the roles of stakeholder groups were agreed, the frequency of full Board meetings was reduced to bi-monthly.

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.

The Senior Management Team will meet every second Monday morning between 10.00 am and 11.30 am. This is followed by a Chair's briefing which Heads of Service attend, as required.

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

Trade union liaison take place within each of the four service areas, with a joint trade union management meeting programmed three times over the course of a year.

Meetings of the Extended Management Team (Heads of Service 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.

LEISURE & CULTURE DUNDEE

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 public 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 committee members 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.

LEISURE & CULTURE DUNDEE**Values/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

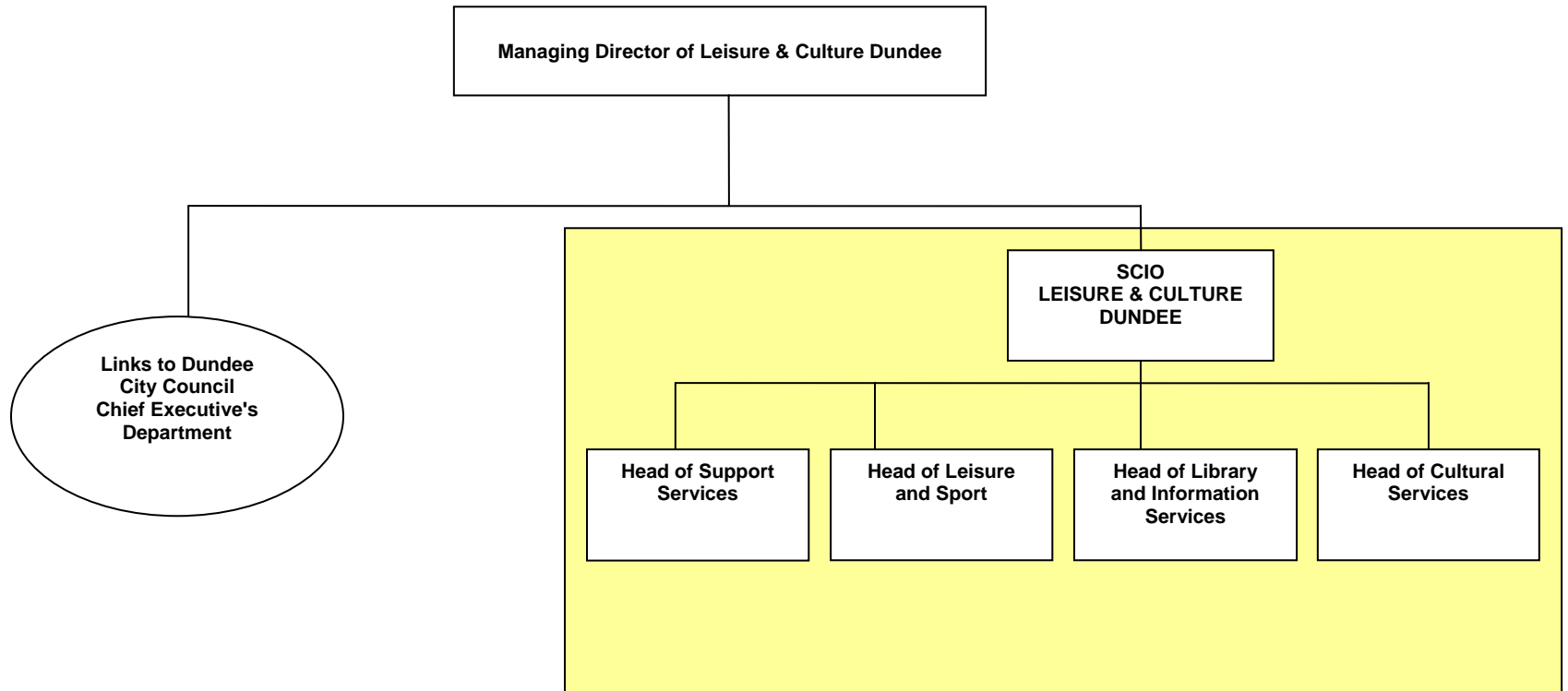
- Provide free, consistent and customer focused access to high quality resources for reading, information and learning.
- Provide neutral community spaces which are welcoming both externally and internally.
- Encourage and facilitate reading for leisure, knowledge and self fulfilment.
- Support and facilitate 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

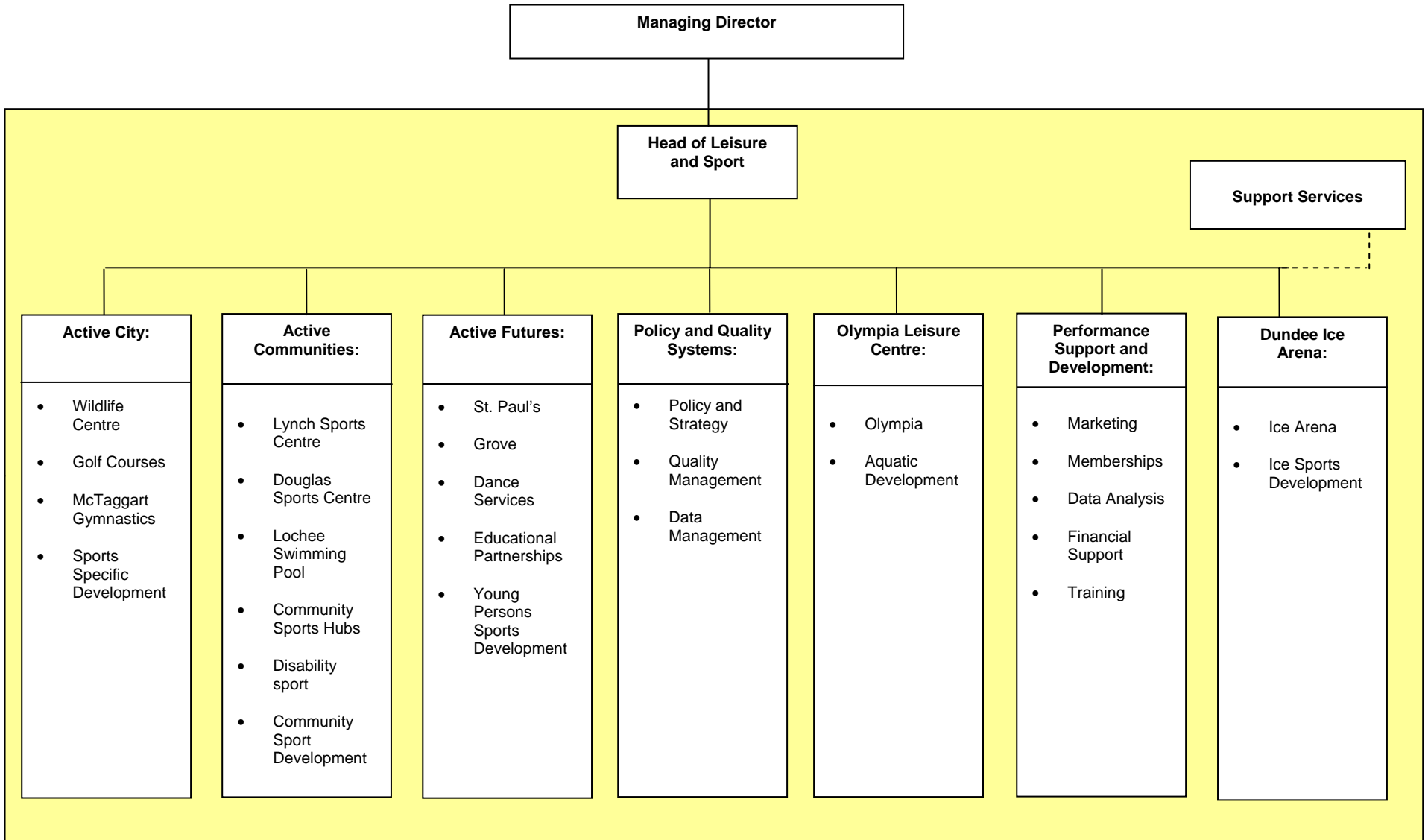
- Provide customer focused and high quality sports and leisure experiences which contribute to general wellbeing and quality of life.
- Lead the sporting network in the City
- Support customers' and participants' desires and aspirations through provision of specific programmes and inclusive player pathways.
- Build an active city culture which engages the community and increases participation levels.

- Establish the contribution that sport and 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.
- Provide educational value from the delivery of our services, some of which will lead to employment or academic opportunities.
- Work in partnership with Dundee City Council Departments, key stakeholder groups and agencies to provide co-ordinated programmes and services which will help in ensuring sports are a central vehicle to strengthening the community.

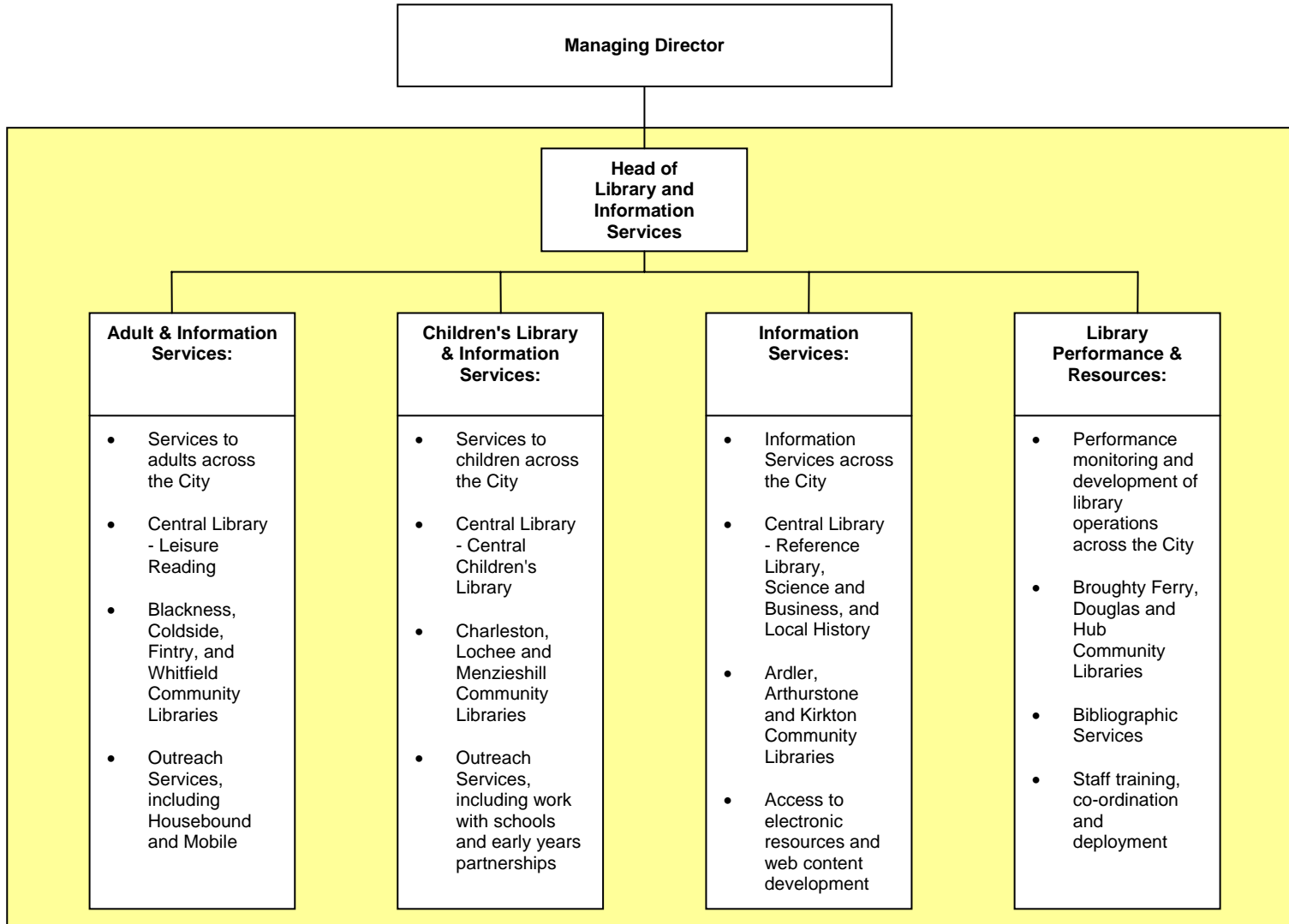
**SCIO - LEISURE & CULTURE DUNDEE
STRUCTURE
Management**



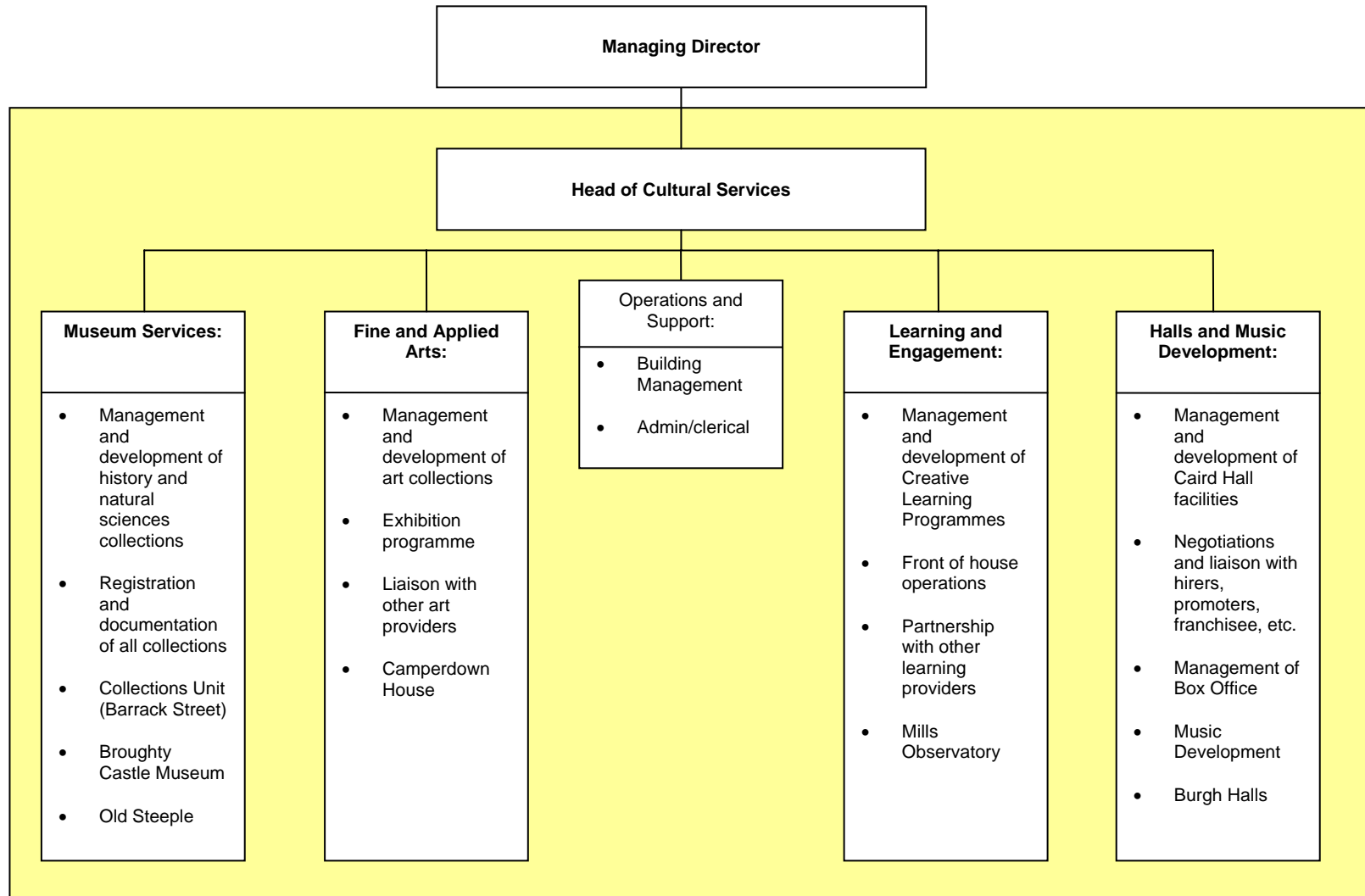
Leisure and Sports Structure



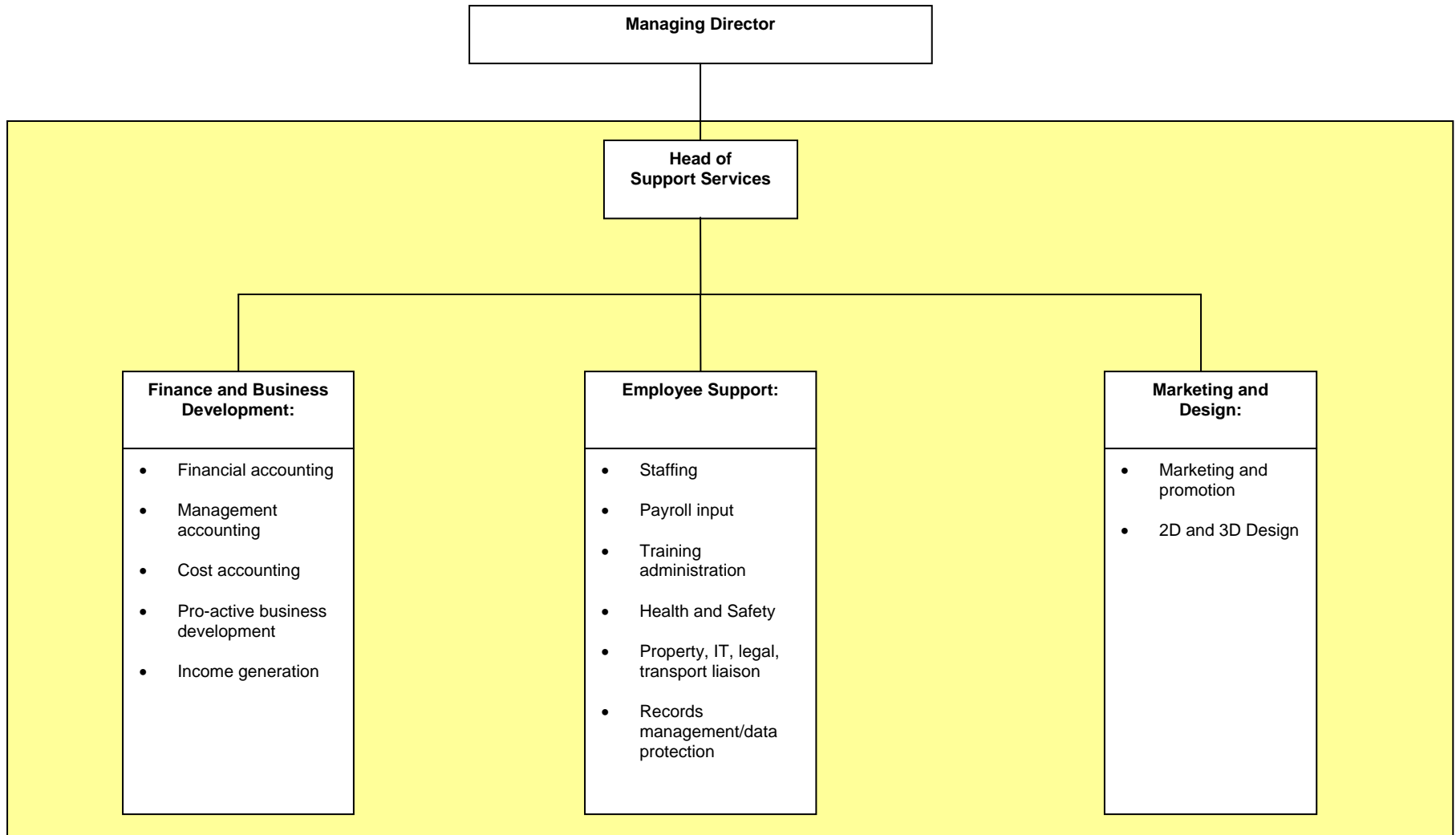
Library and Information Services Structure



Cultural Services Structure



Support Services Structure



GOVERNANCE STRUCTURE

