

At a MEETING of the **LEISURE & CULTURE DUNDEE BOARD** held remotely and at Conference Room, Central Library, Dundee on 1<sup>st</sup> February 2023.

Present: -

Judy DOBBIE  
Anna DAY  
Charlie MALONE  
Emma DONALDSON

Robert EMMOTT  
Sue MOODY  
Colin MCLEOD

Moira METHVEN  
Nasreen MOHAMMED  
Nadia EL-NAKLA

In attendance: -

Jayne GAIR, Head of Libraries and Information Services  
Paul HENEHAN, Head of Support Services

Apologies for absence had been intimated from Will Dawson, Stuart Cross and George Laidlaw.

Moira METHVEN, Chairperson, in the Chair.

## I WELCOME/DECLARATIONS OF INTEREST AND APOLOGIES

The Chair welcomed those present to the meeting.

Standing Declarations of Interest: Judy Dobbie and Robert Emmott as employees of Dundee City Council.

Apologies were noted as above.

## II PREVIOUS BOARD MINUTES

### (i) MINUTE OF MEETING HELD ON 30<sup>TH</sup> NOVEMBER 2022

The above minute was submitted and accepted as a correct record subject to a minor correction at Article V which would be amended to read Article VI.

### (ii) MINUTE OF MEETING HELD ON 18<sup>TH</sup> JANUARY 2023

This item was deferred.

## III MATTERS ARISING

### (i) L&CD WEBSITE

The Managing Director advised that the option appraisal for this was in the process of being established, noting that this would need to link with the finalised Strategic Plan. Anna Day advised that she had current experience of a similar process and agreed to make contact with the Head of Support Services in this regard, and that a further update would be given in due course. It was noted that this exercise would also cover the website for Dundee Ice Arena.

**ACTION:** Paul Henehan/Anna Day

### (ii) OPEN DOOR WINTER COMMUNITY PROGRAMME

The Managing Director advised that uptake for this Programme within Leisure & Culture Dundee facilities had been very good, which was also resulting in an uptake in attendances. The Board agreed that staff be commended for their welcoming approach to all attending community spaces.

(iii) LEISURE & CULTURE DUNDEE STRATEGIC PLAN 2023-2028

The Managing Director gave a brief overview to the Board on progress with the Strategic Plan, making reference to the presentation which had been distributed with the agenda. It was noted a further meeting was planned with Tom Inns of Cofink to finalise the document, and Board members were asked to forward any comments on the draft to the Managing Director by 3<sup>rd</sup> February 2023.

Following discussion, the following points were given clarification:

- It was envisaged that there would be different Plan documents produced which would be relevant to the different strategic partners and audiences and the overarching plan would be in an accessible format/font using plain language.
- The timeline for consultation would allow for all relevant partners to be consulted with therefore may be subject to change.
- Consideration would be given to appointing plan ambassadors who would be able to give information to the organisation on how the plan was embedded.
- Stakeholder mapping was important in providing understanding of the various consultation exercises required.
- Elements relating to potential investment opportunities would be expanded with greater emphasis on raising the profile of services.

The Board agreed that all comments would be forwarded to the Managing Director within the timescales detailed and that an update would be given in at the next Board meeting.

ACTION: Judy Dobbie/Board members

#### **IV FINANCE, PERFORMANCE AND BUSINESS DEVELOPMENT**

(i) L&CD Finance and Performance Committee

The next meeting was scheduled for 22<sup>nd</sup> February 2023

(ii) L&CD Revenue Budget 2023/24 and Current Financial Situation

The Head of Support Services gave details of savings to be made, noting that funding from Dundee City Council would be flat cash for the period 2023/24, which would include an increase to meet the pay award additional cost for the current fee. Additional monies/savings would be required to meet the future pay award/annual leave amounting to £528k, which did not include adjustments for estimated shortfall in income, estimated to be £900k, not including income from Olympia, estimated to be £800k. Therefore total income gap was estimated to be £1.7m (not including the pay award), although informal discussions held indicated that the Letter of Comfort could be extended for the full financial year, which would allow areas where recovery was taking place to be highlighted.

The Managing Director outlined the service review process which had been initiated, with detailed data gathered on areas such as performance, audience base and staffing models. This will be used to identify those services which would be examined further, with a view to informing proposals for further income generation, reduction, or withdrawal.

The Board noted that this exercise had provided the Senior Management Team a starting point to ascertain which services could provide efficiencies, and were given an opportunity to ask questions regarding the proposals, with the undernoted points raised:

- It was recognised that there would be painful decisions to be made however it was important to have sufficient evidence available to explain the rationale for these.
- Dundee City Council would need to be part of this process to provide input on which services should be focussed on.
- The Senior Management Team were commended for undertaking such a comprehensive review of service areas.

- Given the current financial climate, it was likely that customers would anticipate service reductions or increase in charges.
- Opportunities could also arise for increasing income in certain facilities.
- Localities for service provision need to be reviewed, particularly in line with the 365 School model of Dundee City Council.
- Communication methods of any changes would need to be robust
- Commercial expertise would be required to make any social purpose initiatives viable.
- Any review of services should also tie in with the new Strategic Plan, and also the City Plan and focus on the needs of customers.

The Board agreed that another Budget specific meeting would be required and that it would be useful to have documentation prior to the meeting in order that an informed approach could be made regarding any necessary decisions.

Action: Judy Dobbie/Paul Henehan

(iii) Community Hub

The Chair gave members a confidential update regarding Kirkton Community Centre.

The Board agreed that the Chair have a further conversation with the Chief Executive of Dundee City Council regarding this issue and that the Board would need to be fully engaged with the consultation process before any changes occurred.

Action: Moira Methven

(iii) Review of Charges

The Head of Support Services advised that it was proposed that the majority of charges would remain unchanged. The Board agreed that the proposed charges would be circulated, along with a further proposal which would show a 3% and 10% increase in charges.

Action: Paul Henehan

**V HR & EQUALITIES**

(i) Unapproved Minute of the HR and Equalities Committee of 25<sup>th</sup> January 2023

This item was deferred.

**VI HEALTH SAFETY AND PROPERTY**

(i) Unapproved Minute of the L&CD Health Safety and Property Committee of 9<sup>th</sup> December 2022

The above unapproved minute was submitted and noted.

The Head of Support Services sought approval from the Board to seek interim professional advice and guidance from Dundee City Council regarding Health and Safety pending the appointment of a dedicated Health and Safety Officer.

The Board approved accordingly.

Action: Paul Henehan

**VII AUDIT RISK AND COMPLIANCE COMMITTEE**

(i) Short Term Governance Working Group

The next Group meeting was scheduled for 6<sup>th</sup> February 2023.

(ii) L&CD Policies

The Board noted that it had previously been agreed to ensure all policies were submitted to the relevant Sub-Committee for consideration.

It was reported that this would be a rolling process across the coming year for all policies.

(iii) Trustee One to Ones

The Chair thanked the Board for their assistance with this process, and it was noted that an Action Plan highlighting matters to be taken forward would be produced. All notes of meetings would be submitted to members shortly.

**XIII DATES OF FUTURE MEETINGS**

Wednesday 29<sup>th</sup> March, 2023 in Conference Room, Central Library, Dundee.

A Special Budget meeting would also be arranged in due course.

Moira METHVEN, Chair.