

At a MEETING of the **LEISURE & CULTURE DUNDEE BOARD** held as a hybrid meeting remotely and in Meeting Room, The McManus, Dundee, on 26th March, 2025.

Present:

Sue MOODY
Will DAWSON
Ken LYNN(R)

David DORWARD
Judy DOBBIE
Paul THOMSON

Steve GRIMMOND
Nasreen MOHAMMED(R)

Also Present:

Paul HENEHAN, Head of Corporate Services
Anna DAY, Head of Libraries and Cultural Services

Apologies for absence had been intimated from Kevin Keenan, Kris Bryce, Robert Emmott, Colin McLeod and Scott Urquhart.

Sue MOODY, Chairperson, in the Chair.

I WELCOME/DECLARATIONS OF INTEREST AND APOLOGIES

The Chair welcomed those present to the meeting. Paul Thomson, the recently appointed Executive Director of Corporate Services with DCC, was introduced.

Standing Declaration of Interest: Judy Dobbie as an employee of Dundee City Council.

Apologies were noted as above.

II PREVIOUS MINUTE

- (i) Unapproved Minute of the Meeting of the Leisure & Culture Dundee Board held on Wednesday, 29th January, 2025.

The above minute was submitted and approved as a correct record. With regards to Article IV (i) progress had been made to create a sample IIA document with the Creative Services team.

III MATTERS ARISING

- (i) Nominations Committee

The Chair advised that the recruitment process was now complete, and that the standard of candidates had been very high. The process had run extremely smoothly due to the assistance of the recruitment agency. Furthermore, there would now be two current vacancies and two from the AGM in November (Colin McLeod had intimated his intention to step down at this point). The Chair gave a brief outline of the preferred candidates and their areas of expertise. Accordingly, the Board agreed that it be recommended to Dundee City Council that the following appointments be made:-

- Christopher Schofield (with effect from 28th May, 2025)
- Kasia Zduniak (with effect from 28th May, 2025)
- Christine McGlasson (with effect from 26th November, 2025)
- Vinita Shekar (with effect from 26th November, 2025)

It was noted that candidates would be invited to the May Board meeting.

ACTION: Judy Dobbie

(ii) Review of LACD

The Managing Director advised that she had been in contact with EKOS to ascertain the current position and that work was ongoing with stakeholders. It was further reiterated that as the review had been commissioned by Dundee City Council, it was likely the final report would be considered by them before being submitted to the Board.

Members noted that they considered that they should have the opportunity to respond to any findings regarding this report, and that their understanding was that a presentation on the findings would be made. The Managing Director agreed to seek clarification on this also and any timescales involved.

ACTION: Judy Dobbie

(iii) Trustee Training

The Chair advised that another suggestion for training had been regarding the demographics of Dundee (including SIMD data) and wider issues that would impinge on the role of trustee. The Board noted that training sessions would be held for the Role and Responsibilities of Trustees, Equality and Diversity, Risk and Context of Dundee.

It was agreed that the SMT would progress arrangements for this and that the Board would be advised of dates in due course.

ACTION: Judy Dobbie

IV SENIOR MANAGEMENT TEAM REPORT

(i) RPC Energy Costs [L&CD REPORT 12-2025]

There was submitted Report L&CD 12-2025 by the Managing Director providing an overview to the Board on the situation relating to energy costs at the Regional Performance Centre Dundee (RPCD).

The Board discussed the content of the report in particular the disparity between the original estimated energy costings and the actual usage costs. The operating budget of the facility was also discussed noting that difficulties caused by Covid had also impacted on the projected income for the facility.

The Board agreed to:-

- note the actions/investigations taken to seek reassurance regarding the energy costs at the RPCD and the performance of the Energy Centre;
- approve the budget adjustment as part of the budget setting process for financial year 2026/27 to address the recurring shortfall in funding for energy costs at the RPCD noting that this would have implications for 25/26 financial outturn.

It was further agreed that it be remitted to the Managing Director to seek further data regarding the usage of Energy Centre in the first instance in order that a better understanding of this could be gained.

ACTION: Judy Dobbie

(ii) Library and Cultural Services Board Update [L&CD REPORT 13-2025]

There was submitted Report L&CD 13-2025 by the Head of Library and Cultural Services providing the Board with a general overview relating to Culture and Library Services since the last Board meeting.

In particular, the Board noted that although donations at facilities had increased, further training in April was being given to staff to ensure this could be optimised. Contactless donations were also to be introduced in facilities. Visitors at Mills Observatory had reached 14,000 visitors this season, with the final session of the season at the weekend. Both McManus Café and Caird Hall bar franchises were undergoing procurement, and updates would be given regarding this in due course. The results of the EECC consultation was still to be received, and implications for staff would be ascertained once results

were known. A business plan for the Caird Hall was also being progressed, and procurement for a new Box Office was also ongoing. Furthermore, it was anticipated that there would be more robust data across this service .

The Board noted the progress, highlights, issues and challenges contained in the report. Also, a newsletter was to be produced for staff to highlight current initiatives across the service.

ACTION: Anna Day

(iii) Active Dundee Board Update

(a) Leisure Active: Review of Performance [L&CD REPORT 14-2025]

There was submitted Report L&CD 14-2025 by the Head of Sports, Leisure and Physical Activity providing an update to the Board on venue performance and benchmark information provided to Dundee City Council.

The Board noted the content of the report in relation to the period of Wednesday, 1st January 2025, to Wednesday, 25th February 2025. It was agreed that the content of the report be shared with EKOS, particularly given the increase in memberships and good performance levels across all facilities.

ACTION: Scott Urquhart

(b) Leisure Active: Update on Q4 Activities within Active Dundee [L&CD REPORT 15-2025]

There was submitted Report L&CD 15-2025 by the Head of Sports, Leisure and Physical Activity provide an update to the Board on key activities and highlights from Q4 within Active Dundee.

The Board noted the Q4 activities within Active Dundee. Furthermore, a staff newsletter was to be produced to showcase current actions ongoing in the service.

ACTION: Scott Urquhart

(iv) Social Value Calculator [L&CD REPORT 16-2025]

There was submitted Report L&CD 16-2025 by the Head of Sports, Leisure and Physical Activity providing information on a collaboration with 4GLOBAL to explore an innovative tool designed to monetise the social value of sports participation. It had only been possible to use the data from Douglas Sports Centre – this venue had been selected as it has a focus on health and wellbeing activities. The report also provided an overview of the Social Value Calculator and demonstrated the social value that Douglas Sports Centre brings to the community.

The Board noted the Douglas Sports Centre SVC report and welcomed this future approach. It was also envisaged that this could help enhance and inform future funding bids for health and wellbeing activities. The Board also asked that clarity be sought over the cost of using this tool, and if possible, for this to be used for other facilities.

ACTION: Paul Henehan

V FINANCE, PERFORMANCE AND BUSINESS DEVELOPMENT

(i) Review of Charges 2025-26 – Library & Cultural Services [L&CD REPORT 17-2025]

There was submitted Report L&CD17-2025 by the Head of Corporate Services seeking approval for the Library & Cultural Services element of the 2025-26 Review of Charges, as part of the Revenue budget 2025-26 setting process.

The Board approved the Review of Charges as detailed in Appendix 1 to the report. The Board further agreed that a proposal for an increase in charges at Caird Hall/Marryat Hall would be submitted to the

Board for their consideration once the review of this service was complete, noting that the anticipated increase in events would require additional staffing.

ACTION: Anna Day

(ii) Revenue Budget 2025-26 [L&CD REPORT 18-2025]

There was submitted Report L&CD18-2025 seeking approval of the revenue budget for financial year 2025-26. The report included additional income and savings options included one-off savings and income options to address the budget deficit and produce a balanced budget. The revenue budget also included allowances for the Mills Observatory extension for the next financial year, Broughty Ferry Castle Museum opening over the summer period and also the element for the Golf. Discussion also followed regarding staffing arrangements for golf.

The Board agreed to the recommendations contained within the Report, subject to there being rigorous monitoring of the financial position and any early intervention being brought back to the Board.

(iii) Q3 Revenue Budget Monitoring Summary Report

A copy of the Q3 finance report was submitted and noted.

The projected outturn position of Leisure & Culture Dundee based on the financial performance after Quarter 3 of the financial year is a net deficit of £699k.

The projected deficit included £487k of the projected overspend related to increases in costs as a result of the pay award (£243k), and loss of income at Olympia as a result of its closure in Q1 (£244k). A figure of £219k in respect of additional funding share of additional pay award costs and £227k in respect of loss of income for Q1 had been given to Dundee City Council and confirmation of this additional funding was still forthcoming. If received, this would bring the projected deficit down to £253k.

The Committee noted the position.

(iv) Verbal update from L&CD Finance and Performance Committee meeting held on 25 March 2025

It was reported that the Finance and Performance Committee had considered the Q3 Revenue Budget for 2024/25, had been briefed on proposals for the 2025/26 Revenue Budget and considered the performance reports for Q3.

VI HEALTH & SAFETY AND PROPERTY

(i) Unapproved Minute of L&CD Health & Safety and Property Committee Meeting held on Thursday 13 March 2025

The above minute was submitted and noted.

(ii) Olympia Investigation

The Managing Director advised this matter was ongoing.

VII HR & EQUALITIES COMMITTEE

(i) Staff Survey

The Managing Director advised that the timeframe for the staff survey had been extended to ensure that staff across all services areas were represented. It was anticipated that the results of the survey would be presented to the HR & Equalities Committee for initial consideration and to the Board at the next meeting and key themes arising from this outlined.

ACTION: Judy Dobbie

VIII AUDIT, RISK AND COMPLIANCE COMMITTEE

(i) Annual Review of L&CD Board Committees

There was submitted a report by the Chair of the Audit Risk and Compliance Committee (ARC), advising that as part of good governance and accountability, it was proposed that each Board Committee undertakes an annual review of its Terms of Reference (ToR), remit, and membership. This process would ensure alignment with the charity's strategic objectives and governance framework, reinforce Committee effectiveness, and maintain a structured governance cycle. The Board would retain ultimate responsibility for governance, compliance, and oversight, with ARC acting as a reviewing and recommending body.

The review process would follow a structured approach, ensuring clarity of roles and accountability at each stage: Each committee would first review its own remit, membership, and ToR against its strategic objectives. Any proposed amendments would be submitted to ARC for review. ARC would consolidate committee feedback, evaluate proposals in the context of the wider review process and OSCR guidance, charity law, and regulatory obligations, and submit formal recommendations to the Board. The Board would then consider and make a decision regarding these recommendations as part of the governance cycle. This approach ensured accountability by clearly defining roles at each stage of the review process. It would reinforce committee autonomy by allowing each committee to assess its own remit while maintaining Board oversight through ARC. Embedding this process into the annual governance cycle would align with best practice, ensuring the committee structures remained effective and fit for purpose.

The Board approved the proposal as detailed and it was noted that ARC would formalise the review cycle and timeline for implementation after the outcome of the EKOS review.

ACTION: Kris Bryce/Paul Henehan

(ii) Unapproved Minute of L&CD Audit, Risk and Compliance Committee held on 11 February 2025.

The above minute was submitted and noted.

IX AOCB

On behalf of the Board, the Chair paid tribute to Robert Emmott who was leaving to take up the post of with Glasgow City Council. Robert was thanked for his efforts, contribution and commitment to the Board. The Chair also welcomed Paul Thomson who had been appointed as Executive Director of Corporate Services, and who would be taking over the role of Trustee.

X DATES OF FUTURE MEETINGS

(i) Date of Next Meeting

Wednesday, 28 May 2025 at 2.00 pm [venue to be confirmed].

Sue MOODY, Chair.