

At a MEETING of the **LEISURE & CULTURE DUNDEE BOARD** held as a hybrid meeting remotely and in the Meeting Room, Regional Performance Centre, Dundee, on 28<sup>th</sup> May 2025.

Present:

Sue MOODY	David DORWARD(R)	Steve GRIMMOND
Will DAWSON	Judy DOBBIE	Nasreen MOHAMMED
Ken LYNN	Kevin KEENAN	Paul THOMSON
Colin MCLEOD	Kris BRYCE	Christopher SCHOFIELD
Kasia ZDUNIAK		

Also Present:

Paul HENEHAN, Head of Corporate Services  
Anna DAY, Head of Libraries and Cultural Services  
Scott URQUHART, Head of Sports and Leisure  
Christine McGLASSON, New trustee, to be appointed following AGM  
Vinita SHEKAR, New trustee, to be appointed following AGM

Sue MOODY, Chairperson, in the Chair.

## **I WELCOME/DECLARATIONS OF INTEREST AND APOLOGIES**

The Chair welcomed those present to the meeting, in particular the newly appointed Trustees, Christopher Schofield and Kasia Zduniak, and the trustees to be appointed following the AGM, Christine McGlasson and Vinita Shekar.

Standing Declaration of Interest: Judy Dobbie and Paul Thomson as employees of Dundee City Council.

There were no apologies.

## **II PREVIOUS MINUTE**

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

The above minute was submitted and approved as a correct record. For clarity, the undernoted acronyms used in the minute were explained as follows:

IIA – Integrated Impact Assessment  
EECC – East End Community Campus (now known as Drumgeith Campus)  
SIMD – Scottish Index of Multiple Deprivation

It was agreed in future an explanation would be given for any acronyms used.

## **III MATTERS ARISING**

- (i) Nominations Committee

The Chair introduced the new Trustees, Christopher Schofield, Kasia Zduniak, Christine McGlasson and Vinita Shekar, who gave a brief overview of their current roles and expertise, and how this would contribute to their role as a Trustee.

## (ii) Review of Leisure &amp; Culture Dundee (L&amp;CD)

The Managing Director gave a brief overview of the ongoing review of L&CD for new members. It was advised that the final report would need to be considered by Dundee City Council in advance of the Board, with the timeframe for this still to be confirmed.

Members reiterated 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 further clarification on this also and any timescales involved. It was further agreed that the Chair also write to the Chief Executive advising that the Board were keen to have sight of the report before it was made public, particularly to ensure that any factual errors were corrected.

ACTION: Judy Dobbie/Sue Moody

## (iii) Trustee Training

The Chair submitted a report giving details of online resources available for Trustees and outlining the programme of training which was planned. This would cover:-

- Roles and Responsibilities of Trustees
- Equality, Diversity and Inclusion
- Risk
- Introduction to AI

Furthermore, a series of visits to key L&CD venues would take place over the next few months and would provide an opportunity to meet teams on site.

ACTION: Judy Dobbie

## (iv) Overview of Regional Performance Centre (RPC) Energy Consumption and Cost for 2024-25

The Head of Leisure, Sport and Physical Activity Services advised that he had just received further information pertaining to the RPC therefore it was agreed that this item be deferred in order that the report be updated accordingly. It was noted that previous reports agreed by Dundee City Council may contain information regarding the agreement of Energy Centre consumption costs, and this would be considered also.

ACTION: Scott Urquhart

**IV SENIOR MANAGEMENT TEAM REPORTS**

## (i) Strategic Plan Update: Our Brand [L&amp;CD REPORT 25-2025]

There was submitted Report No L&CD 25-2025 by the Managing Director outlining the strategic need to engage with marketing professionals to support key Leisure & Culture Dundee (L&CD) projects. These projects required focused, high-impact marketing to ensure successful delivery and audience engagement. The report also sought approval for funding allocation for this recruitment and implementation.

The Board agreed to:-

- note the proposed actions to enhance marketing capacity for specific L&CD events and initiatives, aligning with strategic priorities;
- approve £50,000 from unallocated reserves to fund the engagement with professional marketing support; and
- delegate authority to the Heads of Services to oversee the spending of the allocated budget and ensure alignment with project objectives

ACTION: Judy Dobbie

(ii) Library Museums, Halls and UNESCO Board Update [L&CD REPORT 21-2025]

There was submitted Report L&CD 21-2025 by the Head of Library and Cultural Services reporting on the activities of Libraries, Museums, Halls and UNESCO, including Strategic updates, Statistics and Highlights for each part of the service. A brief explanation of UNESCO was given for the benefit of new Trustees and its significance for the city. With regards to Caird Hall, the review was now complete, and the resulting report would be shared with members when available.

The Board noted the information contained in the report.

ACTION: Anna Day

(iii) Active Dundee Annual Board Report [L&CD REPORT 22-2025]

There was submitted Report L&CD 22-2025 by the Head of Sports, Leisure and Physical Activity providing an overview to the Board on venue performance and benchmark information across all facilities for the period 2024/2025.

It was also noted that a full annual report was being prepared, and that Our Focus, the business plan of this service, would be launched on 29<sup>th</sup> May 2025.

The Board noted the information contained within the report.

ACTION: Scott Urquhart

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

(i) External Audit Dates

The Head of Corporate Services advised that the external audit of L&CD would commence on 28<sup>th</sup> July 2025 for a period of two weeks.

(ii) Budget Setting 2026/27

The Head of Corporate Services advised that per the timeline for the 2025/26 budget it was hoped to have the EKOS report and decisions regarding implications for service areas once the Drumgeith Campus was opened.

(iii) DCC Funding

The Head of Corporate Services advised members that this funding was in relation to the 2024/25 budget, including funding for the pay award and decreases in income due to Covid (up to Q1) and also the closure of Olympia. A final decision on the exact funding due would be made once the exact figures involved were established.

ACTION: Paul Henehan/Paul Thomson

(iv) Unapproved Minute of L&CD Finance & Performance Committee Meeting held on 25 March 2025

The above minute was submitted and noted. The Chair of the Finance & Performance Committee advise that he was working with the Head of Corporate Services to prepare future Revenue Monitoring reports for submission to future meetings.

## **VI HEALTH & SAFETY AND PROPERTY**

### **(i) Olympia Investigation**

The Managing Director gave a brief overview of matters relating to Olympia for new members, noting that a review had been commissioned by Dundee City Council regarding this. It was further advised this matter was ongoing and any update would be shared with members as soon it was available.

## **VII HR & EQUALITIES COMMITTEE**

### **(i) Voluntary Severance/Early Retirement Scheme [L&CD REPORT 23-2025]**

There was submitted Report No L&CD23-2025 by the Managing Director seeking approval of a fixed duration Voluntary Severance/Early Retirement scheme with enhancements.

The Board agreed:-

- to implement a revised Voluntary Severance/Early Retirement Scheme as outlined in the report;
- to authorise the Senior Management Team, after consultation with Trade Unions, to implement the policy for the scheme as in Appendix 1 of the report; and
- to note the proposed timeline for the launch of the scheme.

ACTION: Judy Dobbie

### **(ii) Overview of Leisure and Culture Dundee Staff Survey 2025 [L&CD REPORT 24-2025]**

There was submitted Report No L&CD24-2025 by the Head of Sports, Leisure and Physical Activity presenting the findings of the 2025 Leisure and Culture Dundee (L&CD) Staff Survey. The primary objectives of the survey were to gather staff views on various aspects of the L&CD, including company performance, leadership, people and teams, managers, roles, growth, development, and company culture. Additionally, the survey sought to identify areas of strength and development, measure engagement and enablement, set a baseline for future progress, and identify key differences between business areas and staff types.

The Board noted the high-level plans which had been developed, to be led by management and key staff, to address issues raised.

It was anticipated that the survey would be repeated in eighteen months, to inform an assessment of the impact of the actions put in place. The Board would also be briefed on the ongoing implementation of actions raised in the plan.

The Board noted the content of the Report and welcomed updates on the action plans.

### **(iii) Unapproved Minute of L&CD HR & Equalities Committee Meeting held on 16th April 2025**

The above minute was submitted and noted.

## **VIII AUDIT, RISK AND COMPLIANCE COMMITTEE**

### **(i) Risk**

The Head of Corporate Services advised that the SMT had re-scored the risks in the Risk Register, and these had been input into Pentana.

The Head of Corporate Services was awaiting contact from a representative from Dundee City Council regarding the setting up of the relevant reports in Pentana which would allow these to be run and reported to the committee and the Board.

The Chair noted that Risk was a key strategic responsibility for Trustees and would remain a standing item on the agenda.

ACTION: Paul Henehan

- (ii) Unapproved Minute of L&CD Audit, Risk and Compliance Committee held on 6<sup>th</sup> May 2025

The above minute was submitted and noted.

## **IX AOCB**

There was no other business to be considered.

## **X DATES OF FUTURE MEETINGS**

- (i) Strategy Day – September 2025
- (ii) Date of Next Meeting  
Wednesday 30 July 2025 at 2.00 pm [venue to be confirmed]

Sue MOODY, Chair.