

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 30th July, 2025.

Present:

Sue MOODY

Kris BRYCE

Paul THOMSON(R)

Steve GRIMMOND(R)

Judy DOBBIE

Christopher SCHOFIELD

Kevin KEENAN

Nasreen MOHAMMED(R)

Also Present:

Paul HENEHAN, Head of Corporate Services

Scott URQUHART, Head of Sports, Leisure and Physical Activity Services

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.

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

Apologies had been received from Will Dawson, Ken Lynn, Kasia Zduniak, Colin McLeod and Anna Day.

II PREVIOUS MINUTE

- (i) Unapproved Minute of the Meeting of the Leisure & Culture Dundee Board held on Wednesday, 28th May, 2025.

The above minute was submitted and approved, subject to the minor correction in Article II(i) that the minute which was approved was that of 26th March 2025 not 29th January 2025.

III MATTERS ARISING

- (i) Strategy Day

The Chair advised that following discussion with the Vice Chair, Managing Director, Senior Management Team and the chair of the Audit and Risk Committee (ARC), topics to be covered at the strategy day had been considered. It was recommended that the day would be led by an external facilitator, and topics to be discussed would include:-

- Vision and mission/horizon scanning, with a focus on the strategic plan
- Progress report, to be based on the annual report
- EKOS report and its implications (if available)
- Budget planning
- Role of the Board as a critical friend
- Ambassadorial role of trustees

Thereafter the facilitator would hold a 'mop-up session' to bring together issues which had been raised and summarise decisions which had been reached. Clarification was given regarding the strategic plan, noting that this was not to be amended specifically but assist with horizon scanning and to reaffirm the mission.

The Board approved these proposals, and it was also agreed that the Board would contact the Chair if they had any further issues they wished to be raised, and that a firm outline for the Strategy Day would be shared at the next Board meeting.

ACTION: Judy Dobbie/Sue Moody/Kris Bryce

(ii) Committee Appointment

The Chair advised members of the following appointments:-

- Chris Schofield to join Audit, Risk & Compliance Committee
- Ken Lynn to join Finance & Performance Committee
- Kevin Keenan and Kasia Zduniak to join HR & Equalities Committee

(iii) Review of Leisure & Culture Dundee (L&CD)

The Managing Director advised that following the letter from the Chair to the Chief Executive of Dundee City Council, it had been agreed that the Senior Management Team (SMT) would have sight of this report prior to its issue to identify and correct any factual inaccuracies. Currently the timeline for this report was still to be specified.

(iv) Trustee Training Update

The Chair noted that the training session on Roles and Responsibilities was very useful and advised that slides/notes referred to on the day would be shared with all members. The Managing Director advised that key points raised on the day would also be followed up to ensure that actions for these were in place. In terms of wider training, new trustees would be invited to meet with the SMT, for an overview of all L&CD services, also visits to key venues would also be arranged. It was also noted that there would be training given on finance and what the Board needs to be cognisant of in this regard.

ACTION: Judy Dobbie

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

The Head of Sports, Leisure and Physical Activity Services advised a report on this matter would be submitted to the October board meeting.

ACTION: Scott Urquhart

(v) Voluntary Severance/Early Retirement Scheme

The Managing Director advised union approval had been reached for the scheme, which was being taken forward with IT officers. Discussions were also ongoing with officers from Tayside Pension Fund to allow a process/timeframe to be established. It was likely that the scheme would be launched in September 2025.

IV SENIOR MANAGEMENT TEAM REPORTS

(i) Caird Hall Report

There was submitted the Caird Hall Business Plan report by the Managing Director. It was recognised the report was extremely comprehensive, and its recommendations would be implemented in two stages:-

- Staffing and operational issues, which was being taken forward in conjunction with trade unions. Furthermore the post of manager was being reconfigured along with the staffing structure within the venue
- Identification of promoters to ensure quality acts would be attracted to this venue.

Dundee City Council was also to make a capital investment to improve the acoustics in the main Hall. It was noted that the Head of Libraries and Cultural Services would provide a timeline and actions for the October Board meeting. It was further noted that it was important to be realistic regarding operations and to be mindful of changes required to make this an effective venue.

ACTION: Anna Day

(ii) Active Dundee: Our Focus for 2025/26 Update [L&CD REPORT 28-2025]

There was submitted Report L&CD 28-2025 by the Head of Sports, Leisure and Physical Activity Services which detailed Our Focus for 2025/2026, the business plan developed by the Active Dundee team. This plan outlined the key priorities, performance measures, and functional plans that would drive the organisation's efforts to deliver high-quality, inclusive, and sustainable leisure and physical activity services across Dundee. Through collaboration, accountability, and a shared vision, Active Dundee was committed to empowering communities and enhancing the quality of life for all residents.

The Board noted the information contained in the report, noting that an update would be given at the next meeting.

It was also suggested that the report also be shared with the Dundee Partnership and with Tayside Together.

ACTION: Scott Urquhart

(iii) Introduction of the Updated L&CD Corporate Strategy 2024-2029 [L&CD REPORT 29-2025]

There was submitted Report L&CD 29-2025 by the Head of Sports, Leisure and Physical Activity Services introducing the refreshed Corporate Strategy for Leisure & Culture Dundee, covering the period 2024–2029. The strategy outlined a bold, forward-looking vision for the organisation, grounded in the principles of Sustainability, Collaboration, and Innovation. It reflected L&CD's commitment to delivering inclusive, high-quality leisure, sport, and cultural services that enrich lives and strengthen communities across Dundee

The Board noted the information contained within the report and endorsed the strategic direction and priorities outlined, with thanks being extended to the Chair of the ARC for his assistance with this.

ACTION: Scott Urquhart

V FINANCE, PERFORMANCE AND BUSINESS DEVELOPMENT

(i) 2024/25 Year End Result - Unaudited

The Head of Corporate Services advised that the external auditors were currently scrutinising the accounts of L&CD and to date no changes had been made. It was noted that there was a surplus on Unrestricted Funds of £22,063 – this included a non-monetary gain on annual leave costs of £29,094. The balance on Capitalised Assets after annual depreciation was £18,088 (one year remaining of depreciation charges). For restricted funds there was a net surplus in year of £36,566. There had been a transfer of funds from Restricted to Unrestricted Funds of £53,543 due to projects being completed and either costs had been covered from unrestricted funds previously or surplus fund was not required to be paid back. The fund balance at the end of the financial year was noted, including reserves required to be held.

The Board noted the content of the report, and welcomed the positive financial position and prudent use of resources. Thanks were extended to the Head of Corporate Services and Team for efforts to achieve the balanced budget. Clarification was also given regarding the figure of £750,000 cashback noting it was contained within unrestricted reserves.

(ii) Revenue Monitoring 2025-26

The Head of Corporate Services advised that the Q1 revenue monitoring report was being prepared and would be submitted the next meeting of the Finance and performance Committee, scheduled for 20th August 2025.

(iii) Budget Setting 2026/27

The Head of Corporate Services noted that the pay award for 2025 and 2026 had been confirmed, which would be fed into the budget. It was anticipated that the difference of 1% would be funded by the Scottish Government (pay awarded had been budgeted at 3%) and also 0.5% in the next financial year. The finalised budget figures would be forwarded to the Board as soon as possible.

The Chair noted that a timetable of budget setting meetings would be circulated to the Board at the earliest opportunity.

ACTION: Paul Henehan

VI HEALTH & SAFETY AND PROPERTY

(i) Olympia Investigation

The Managing Director advised that there was no update on this item. The Chair gave a brief summary of the investigation for the benefit of new trustees. It was agreed that the Chair write to the Chief Executive asking for the report be shared with officers to correct factual inaccuracies prior to this going in the public domain. It was further agreed that a communication strategy be prepared in anticipation of this report.

ACTION: Sue Moody/Judy Dobbie

(ii) Coldside Library

The Managing Director provided information to members regarding a series of incidents which had occurred at Coldside Library, and the steps which had been taken to address issues that had been raised as a result of this.

(iii) Unapproved Minute of L&CD Health & Safety and Property Committee held on Thursday, 12 June 2025

The unapproved minute of the L&CD Health & Safety and Property Committee of 12th June 2025 was submitted and noted.

VII HR & EQUALITIES COMMITTEE

(i) Increasing Trust and Visibility of Trustees [L&CD REPORT 30-2025]

There was submitted Report No L&CD30-2025 by the Managing Director providing a response to the issues raised in the Staff Survey and seeks approval for the recommendations therein.

The Board agreed:-

(i) to respond promptly to the concerns about Board trust and visibility raised in the 2025 Staff Survey. However, this would be an incremental process, running alongside the SMT plans to address the other issues raised in the survey. It would build on a better understanding of staff concerns about trust and visibility of the Board, including the staff's knowledge of the Board's role and the reasons for the negative rating contained in the survey;

(ii) the information about trustees on L&CD's website would be made more prominent with photos being included;

(iii) the Chair would update staff at regular intervals about key aspects of the Board's business, dovetailing with SMT's communications with staff;

(iv) "good news" promotions and other media coverage would include reference to Board members, particularly the office-bearers; and

(v) staff would be given more information about the role of the Board, its structure and functions

Furthermore it was agreed that methods to positively acknowledge the contributions of staff would be explored.

ACTION: Judy Dobbie

(ii) Overview of Leisure and Culture Dundee Staff Survey 2025

The Head of Leisure Sports and Physical Activity services noted that actions were ongoing regarding the Staff Survey.

(iii) Meeting of HR & Equalities Committee held on Wednesday, 23 July 2025

The Chair of the HR & Equalities Committee gave members a brief verbal update, noting that issues raised at the meeting had been discussed elsewhere on the agenda.

VIII AUDIT, RISK AND COMPLIANCE COMMITTEE

(i) Confidential: Trustee Annual Reviews [L&CD REPORT 31-2025]

There was submitted L&CD Report 31-2025 by the L&CD Board Chair providing the Board with feedback from the Trustee Annual Reviews 2025.

The Board noted the feedback contained in Appendix 1 of the Report, and approved the recommendations proposed by members of the Audit, Risk & Compliance Committee.

(ii) 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. If possible, the updated Risk Register would be shared with the Board prior to the October meeting.

ACTION: Paul Henehan

(iii) Unapproved Minute of L&CD Audit, Risk and Compliance Committee held on Friday, 11 July 2025

The above unapproved minute was submitted and noted. It was noted that the former and current chairs had met to consider compliance and role training for trustees, and the need to update the appraisal system. There had also been discussions regarding a programme of training focussed sessions for the Board, and on the issue of ethical fundraising.

IX AOCB

(i) Trustee Photographs

The Chair advised that the Managing Director would be arranging a session with new trustees in order that the website be update with their details, which would include a photography session for new trustees

- (ii) Mella Shaw: Sounding Line -Exhibit at The McManus

The Chair advised members that she had recently attended Sounding Line, an immersive ceramic installation that explores the devastating effect of marine sound and sonar pollution on whale species. It was noted that this was an extremely interesting exhibit, which also reflects on the human impact on our environment, and recommended that Board members attend this if possible.

X DATES OF FUTURE MEETINGS

- (i) Date of Next Meeting

Wednesday 1st October 2025 at 2:00pm [venue to be confirmed]

Sue MOODY, Chair.