

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 1st October, 2025.

Present:

Sue MOODY
David DORWARD (R)
Paul THOMSON (R)

Will DAWSON
Judy DOBBIE
Christopher SCHOFIELD

Kevin KEENAN
Kasia ZDUNIAK
Ken LYNN (R)

Also Present:

Paul HENEHAN, Head of Corporate Services
Scott URQUHART, Head of Sports, Leisure and Physical Activity Services
Anna DAY, Head of Library and Cultural Services
Christine McGLASSON, 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 Steve Grimmond and Kris Bryce.

II RISK MANAGEMENT FRAMEWORK AND RISK REGISTERS

The Head of Corporate Services gave a presentation to members on the Risk Management Policy & Strategy and the Risk Framework.

Key to the strategy were the themes of risk identification and mitigation, risk appetite, risk registers, continuous review of the risks and effective challenge of the risks.

Paul Henehan will deliver a session on risk scoring during the L&CD Strategic Planning Away Day on 28th October 2025.

The most recent risk report was shared with members, which detailed full risk and sub-risk scores. This report would be submitted to each ARC meeting from now on.

The Board noted the position, and thanks were given to the Head of Corporate Services for his informative presentation.

III PREVIOUS MINUTE

Unapproved Minute of the Meeting of the Leisure & Culture Dundee Board held on Wednesday, 30th July, 2025.

The above minute was submitted and approved.

IV MATTERS ARISING

(i) L&CD Board Membership

The Chair advised that following members had resigned: -

- Colin McLeod - Colin had been due to leave following the AGM however this had now been brought forward, effective from 19 August 2025
- Vinita Shekar – Vinita had been due to be appointed following the AGM, but had now resigned effective from this meeting

Christine McGlasson would become a full member from the AGM, and there remained a vacancy for a Board member. The Audit Risk and Compliance Committee (ARC), with the assistance of the Senior Management Team (SMT), would consider if there was any gap in skills within the remaining membership and would submit proposals for a new member to a future Board meeting.

Furthermore, it was noted that there would be a vacancy for Vice Chair, therefore Dundee City Council members were asked to consider if they would be interested in taking on this role.

ACTION: Judy Dobbie/Sue Moody

(ii) Strategic Planning Away Day 2025 Programme

The Chair made reference to the Programme for the Strategy Day which had been submitted for consideration. It was noted that it would be helpful if more time was taken to discuss the EKOS report and its implications, and it was agreed that this would be built into the programme. A further query was raised regarding building partnerships with NHS Tayside's Tayside Together Partnership to better fulfil the aims of improved health and wellbeing for the citizens of Dundee, and it was agreed that this be remitted to the SMT for consideration. Progress was already being made with the support of Trustee Chris Schofield.

ACTION: Judy Dobbie/SMT

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

The Chair gave thanks to all staff involved in the preparation of the response to the EKOS report (Review of Leisure & Culture Dundee). It was also agreed that the briefing held with Elected members had been very useful.

The Managing Director advised that an exercise would also be taken with the data providers using the data for 2024/25 to provide a more current picture. The Chair advised that contact had been made with staff following the publication of the review, and that going forward staff hoped for:-

- Improved communication
- Increased opportunities to be engaged and involved
- Where possible, to know in advance of future actions/plans
- Improved enthusiasm and commitment in their various roles.

A brief explanation of the Dundee City Council budget setting process was given. It was also suggested that once the budget/annual report was issued, a comparison with the EKOS figures would highlight the improved position L&CD was in. It was agreed that the Managing Director/SMT consider this action. A query was also raised regarding the review of Service Level Agreements and the Board noted that officers from DCC and L&CD would work together to ensure that these agreements were fit for purpose for the future. Furthermore, the Chair advised that she would seek clarification from the Chief Executive as to Board involvement with the review of the Service Agreement.

ACTION: Judy Dobbie/Sue Moody

(iv) Overview of RPC Energy Consumption and Cost for 2024-25 [REPORT L&CD 32-2025]

The Head of Sports, Leisure and Physical Activity Services submitted report L&CD 32-2025 to provide an accessible and comprehensive overview of the Regional Performance Centre's (RPC) energy consumption and associated costs for the financial year 2024/25. This report was also specifically designed to support new trustees in gaining a clear understanding of the facility's energy profile, financial responsibilities, and the strategic context in which RPC operates.

It was also noted that a brief was being prepared for this issue, which would be shared with the Board.

ACTION: Scott Urquhart

(v) Voluntary Severance/Early Retirement Scheme (VSER)

The Head of Corporate Services advised that this scheme would launch in November 2025. A meeting was scheduled with the Head of Digital and Customer Services to establish the development of a portal for this scheme.

ACTION: Paul Henehan

V SENIOR MANAGEMENT TEAM REPORTS

(i) Caird Hall Report – Action Plan [L&CD REPORT 33-2025]

There was submitted Caird Hall Report L&CD 33-2025 by the Head of Library and Cultural Services, updating the Board on future plans for the development of the Caird Hall. There was to be a recruitment process for the posts of Operations Manager (responsible for day-to-day operations and facilities, including food service) and Programming and Marketing Manager (tasked with curating and promoting new events) which would support any changes in staffing structures. Consideration was also being given to the tender of the Bar/café and how this could be extended for conferences.

Thereafter, the Board noted the content of the report and agreed its recommendations.

ACTION: Anna Day

(ii) Dundee Partnership Management Group

The Managing Director advised that she was a member of the Dundee Partnership Management Group, a body which made decisions relating to the city, and which had wide ranging membership. Building from the EKOS report, and how L&CD could better address city challenges that they faced, efforts would be made to link with partners from this group, and the Board would be updated accordingly.

ACTION: Judy Dobbie

(iii) Senior Management Team Update [L&CD REPORT 34-2025]

There was submitted Report L&CD 34-2025 by the Managing Director, providing the Board with a general overview relating to the Strategic Plan from the Senior Management Team of the period since the last Board meeting.

The Board noted the progress, highlights, issues and challenges contained in this report.

VI FINANCE, PERFORMANCE AND BUSINESS DEVELOPMENT

(i) 2025/26 Revenue Budget Monitoring – Q1

The Head of Corporate Services advised that the projected outturn position of Leisure & Culture Dundee based on the financial performance after quarter 1 of the financial year was a net deficit of £323k as detailed in the report.

The full year staff costs projection took account of the final agreed pay award uplift of 4% against the uplift of 3% included in the annual budget. The difference between the budgeted pay award and the final pay award equated to £157k for the full year and the projected overspend on staffing costs included this difference. It was anticipated that this difference would be funded by Scottish Government via Dundee City Council however there had not been confirmation of this yet. Taking this into account, the projected overspend for the year would be reduced to around £166k, which included a balance of unallocated savings of £120k (£50k in staffing and £70k in income, both of which were reflected in

Support Services figures). This had been reduced from a starting point of £197k. If the remainder of the balance could be found, the projected outturn would reduce to £46k.

Thereafter a summary of Projected Variances for Leisure & Culture Dundee was given:

- Staff Costs – £215k overspend – the majority of this related to the difference between the budgeted pay award and the projection on the final agreed pay award. It also included a balance of £50k slippage, which was agreed as a saving in the budget for the financial year – this being reduced from the agreed full year amount of £100k (see section on One-off savings)
- Property Costs – £119k overspend – related entirely to projected cost of utilities at RPC
- Supplies & Services – £12k projected overspend – related to increase in box office website and support annual charge
- Income – overachievement of £24K - £102k related to Leisure & Sport overachievement in memberships, offset by reduction in Pay to Play.

The projected overspend of £323k represented a 1.7% overspend on the budget of £18,185,565, and the trading income graph showed the actual income for Q1, which slightly exceeded the phased budget across the year.

The Board noted the content of the report and welcomed the positive financial position.

(ii) 2025/26 Revenue Budget Monitoring – up to August 2025

The Head of Corporate Services gave a verbal update to members. It was reported that Q2 was largely mirroring Q1, with an overspend on property costs. Income targets were continuing to be achieved and there was slippage in staffing costs. It was noted that the outturn could be affected by the VSER scheme, particularly if costs were taken in the current year, but this would result in the full effect of this saving being felt in subsequent years. All costs relating to potential successful VSER applications would be presented to the Board for approval prior to sign off.

ACTION: Paul Henehan

(iii) Unapproved Minute of the Finance Wednesday, 20 August 2025

The unapproved minute of the L&CD Finance Committee of 20th August, 2025 was submitted and noted.

ACTION: Paul Henehan

(iv) Budget 2026/27 Timeline

A comprehensive budget timeline was submitted, which took into account the EKOS report and its impact on the budget. Before the Strategy Day, the SMT would scrutinise current vacancies, the proposed Review of Charges and other savings proposals, and bring forward a revised budget based on this. The Head of Corporate Services noted further savings required to be made, which would be a challenging exercise. A query was raised regarding the potential reduction in management fee which was addressed by the DCC Director of Corporate Services, who advised that Dundee City Council had sought different options to balance their budget from all services, including L&CD.

ACTION: Paul Henehan

VII HEALTH & SAFETY AND PROPERTY

(i) Olympia Investigation

The Managing Director advised that a report had been submitted to the City Governance Committee of 22nd September, 2025 and the findings of the external review were accepted by Dundee City Council. If any member wished further information regarding this the Managing Director or the Head of Sports, Leisure and Physical Activity Services would be able to assist.

ACTION: Judy Dobbie/Scott Urquhart

(ii) City Centre and Wider Anti-Social Behaviour

The Head of Library and Cultural Services reported that there had been a number of instances of anti-social behaviour within the vicinity of Caird Hall. It was reported that CCTV did not cover a specific area here, and this had been reported to City Development. Furthermore, all instances of anti-social behaviour were being reported to Police Scotland. An update was also given regarding the incidents which had occurred at Coldside Library.

The Board expressed concern regarding this, particularly for the safety and well-being of staff members. It was agreed that this be progressed by the Chair and Managing Director with an email to the staff involved in recognition of the impact of the situation.

ACTION: Sue Moody/Judy Dobbie

(iii) Unapproved Minute of L&CD Health & Safety and Property Committee held on Thursday, 11th September, 2025

The unapproved minute of the L&CD Health & Safety and Property Committee of 11th September, 2025 was submitted and noted.

VIII HR & EQUALITIES COMMITTEE

(i) Increasing Trust and Visibility of Trustees

The Chair advised that she had prepared an email to be issued to all staff, in light of the Staff Survey, stating the role of the Board and current issues and an opportunity for staff to feedback views on a regular email.

The Board noted the position.

ACTION: Sue Moody

(ii) Ancrum Outdoor Centre Staffing Structure [L&CD REPORT 35-2025]

The Head of Leisure Sports and Physical Activity Services submitted Report L&CD 35-2025 which outlined the operational implications of recent staffing changes within t Ancrum Outdoor Centre. It also detailed the mitigation strategies implemented to ensure continuity and the upholding of service standards. It was noted that work was already in progress before the recommendations outlined in the EKOS report, which proposed changes to the delivery model.

The Board noted the content of the report.

(iii) Unapproved Minute of L&CD HR & Equalities Wednesday, 23rd July 2025

The unapproved minute of the L&CD HR & Equalities Committee of 23rd July, 2025 was submitted and noted.

IX AUDIT, RISK AND COMPLIANCE COMMITTEE

(i) Risk Management Framework

There was submitted the Risk Management Policy & Strategy.

The Board noted the content of the strategy, noting this strategy would enable the Audit, Risk & Compliance Committee (ARC) to better carry out its functions.

X AOCB

- (i) Valedictory - Colin McLeod

On behalf of the Board, the Chair extended thanks to Colin for his services as a Board member.

- (ii) Vinita Shekar

On behalf of the Board, the Chair wished Vinita Shekar well in her endeavours for the future.

XI DATES OF FUTURE MEETINGS

- (i) Strategic Planning Day

Tuesday 28th October 2025

Venue: Ashton Hall, City Square, Dundee

- (ii) Date of Next Meeting

Wednesday 19th November 2025 at 2.00 pm [*Special Board for Annual Report & Accounts*]

Sue MOODY, Chair.