

The background of the cover is a photograph of a museum gallery. In the foreground, a woman in a pink shirt is leaning over a display case, looking at an exhibit. A man in a dark shirt stands behind her, also looking at the exhibit. The gallery has high ceilings with large, arched windows. There are various exhibits on display, including a large map on the wall and a display case with artifacts. The overall atmosphere is one of a well-lit, historical museum.

Leisure & Culture Dundee

CORPORATE STRATEGY 2025-2029

leisure &
culture DUNDEE



EXECUTIVE SUMMARY

The Leisure & Culture Dundee Corporate Strategy 2025–2029 is a bold, future-focused commitment to the people of Dundee. It presents a clear and inspiring vision: to ensure that everyone — residents and visitors alike — can access exceptional leisure, sport, and cultural experiences that enrich lives and strengthen communities.

Grounded in our core values and guided by the strategic pillars of Sustainability, Collaboration, and Innovation, this strategy is more than a plan — it is a promise. A promise to deliver inclusive, high-quality, and future-ready services that uplift individuals and weave a stronger social fabric across our city.

We are entering a pivotal era. Economic pressures, social transformation, and environmental urgency call for a new kind of leadership — one that is resilient, imaginative, and community-driven. Leisure & Culture Dundee is ready to lead that change. We will:

- Transform our infrastructure to be more efficient, accessible, and digitally enabled.
- Empower our people through development, wellbeing support, and career progression.
- Strengthen our brand to reflect a unified, impactful identity.
- Invest wisely to ensure long-term sustainability while maintaining affordability and access for all.

Our success will be measured not just in numbers, but in the real-world impact we create on health, wellbeing, learning, inclusion, and community development.

This strategy is not just a roadmap — it is a renewed commitment to serve with purpose, adapt with agility, and lead with vision. It reflects our belief that leisure and culture are not luxuries, but essentials for a thriving, connected, and equitable society.

Together with our staff, volunteers, partners, and communities, we will shape a healthier, more vibrant Dundee — one that honours its heritage, embraces its diversity, and builds a future full of opportunity for all.



FRAMING THE STRATEGY

Welcome to the Leisure & Culture Dundee Corporate Strategy 2025-2029.

This Corporate Strategy sets out our vision for Dundee's future of leisure and culture. It is more than a plan — it is a commitment to the people of our city and those who visit. Over the next five years, we will build on our strengths, embrace innovation, and work collaboratively to ensure everyone can access enriching, inclusive, and high-quality cultural and sporting experiences.

The challenges and opportunities of our time shape our Corporate Strategy. From the need for financial resilience and environmental sustainability to the importance of digital transformation and community wellbeing, we are responding with purpose and ambition. This plan reflects our belief that leisure and culture are not luxuries — they are essential to a thriving, healthy, and connected society.

We are proud of our role in Dundee's story and excited about what lies ahead. With the support of our staff, partners, and communities, we will continue to evolve, adapt, and deliver services that make a real difference in people's lives.

ABOUT US

Leisure & Culture Dundee (LACD) is a Scottish Charitable Incorporated Organisation (SCIO) dedicated to enriching lives by delivering high-quality leisure, sport, cultural, and library services across Dundee. Established to serve the people of Dundee and its visitors, we operate a diverse portfolio of venues and programmes that inspire participation, promote wellbeing, and celebrate the city's rich cultural heritage.

We are proud to be at the heart of Dundee's community life, managing libraries, museums, galleries, sports centres, and performance venues that are accessible, inclusive, and welcoming to all. Our work supports health and wellbeing, lifelong learning, social inclusion, and economic development.

At LACD, we believe in the power of collaboration and innovation. We work closely with Dundee City Council, local communities, national organisations, and international partners to deliver services responsive to changing needs and aspirations. Our team of dedicated professionals is committed to continuous improvement, ensuring that our services remain relevant, resilient, and impactful.

As a charity, every pound we generate is reinvested into our services, helping us to create a vibrant, active, and culturally rich Dundee for current and future generations.



FOREWORD

by the Managing Director,
Judy Dobbie

As we look ahead to the next five years, I am proud to present Leisure & Culture Dundee's Corporate Strategy for 2025-2029. This plan results from deep reflection, collaboration, and a shared commitment to the people of Dundee. We aim to deliver inclusive, innovative, sustainable leisure and cultural services enriching lives.

We live in a time of rapid change — socially, economically, and environmentally. These challenges demand that we think differently, act boldly, and work together more closely than ever. This strategy reflects our response: a clear, focused, and forward-looking vision that puts people at the heart of everything we do.

Our priorities — sustainability, collaboration, and innovation—are not just words. They are the principles that will guide our decisions, shape our services, and define our impact. Whether reimagining our infrastructure, investing in our people, or strengthening our partnerships, we are committed to building a future where everyone in Dundee can access and benefit from high-quality cultural and sporting experiences.

I want to thank our dedicated staff, partners, and communities for their continued support and belief in our work. Together, we will ensure that Leisure & Culture Dundee continues to be a vital, vibrant force for good in our city.



FOREWORD

by the Chair of the Board,
Sue Moody

Leisure & Culture Dundee is about giving the citizens of Dundee and visitors to our city great experiences, whether in sport, leisure or culture. We're here to help you improve your health and wellbeing. We want to share Dundee's sporting venues, art galleries, music, film and show venues, libraries with all of you. We aim to make sure that everyone feels welcome and can join in and have fun.

Our staff and volunteers make sure that the services we offer are high quality, able to adapt to new trends and designed to stimulate and enrich our customers' lives. I'm thankful to all those who contribute to this, through their dedication and commitment.

This five-year plan sets out our goals and how our staff, volunteers and Board members will work together to meet those goals. We value your views on our plan. We hope you will be keen to join us in promoting Dundee as a great place for sport, leisure and culture.



OUR JOURNEY SO FAR

Leisure & Culture Dundee's story involves evolution, resilience, and community impact. Since our establishment, we have grown from a newly formed charitable trust into a key player in Dundee's cultural and leisure landscape.

Our early years were focused on building strong foundations — bringing together a diverse range of services under one umbrella and establishing a unified approach to delivering sport, culture, and learning. As we matured, we expanded our reach, modernised our facilities, and introduced new programmes that responded to the changing needs of our city.

We've celebrated major milestones: the revitalisation of key venues, the launch of city-wide initiatives to promote health and wellbeing, and the development of partnerships that have brought national and international recognition to our work. We've also faced challenges — from economic pressures to global disruptions — and adapted with creativity and purpose each time.

Throughout our journey, one thing has remained constant: our commitment to making a positive difference in people's lives. Every step we've taken has been guided by our belief in the power of culture, sport, and community to inspire, connect, and transform.

As we look to the future, we do so with pride in how far we've come and renewed energy to go even further.

OUR VISION

Everyone in Dundee and visitors to the city will have access to excellent sports and cultural experiences.

OUR MISSION

We will work towards a sustainable future for LACD and our services, maintaining a high experience standard.

OUR STRATEGIC PRIORITIES FOR 2025-2029

Sustainability

We promote sustainability in all operations, including managing our buildings and developing a sustainable business model. We strive to reduce our environmental impact through energy-efficient practices and responsible resource management. We will ensure that our venues and facilities are financially viable and resilient, allowing us to continue delivering high-quality leisure and cultural services for future generations.

Collaboration

We believe in the power of collaboration to drive positive change in our community. We work with local organisations, businesses, and stakeholders to create meaningful partnerships that enhance the delivery of our services.

We are committed to providing accessible, inclusive, and impactful opportunities for all, ensuring that our shared resources and expertise make a lasting difference in the lives of those we serve.

Innovation

We are committed to fostering innovation in the delivery of leisure and cultural services, constantly seeking creative solutions to meet the evolving needs of our community and visitors to the city.

We embrace new ideas, technologies, and approaches to enhance accessibility, engagement, and impact, ensuring that everyone in Dundee can experience the benefits of active participation and cultural enrichment.

We continually improve and adapt, making our programs more inclusive, dynamic, and responsive to the diverse needs of our residents.

OUR 2025-2029 FOCUS

In an era of financial uncertainty and increasing demand, we remain steadfast in our commitment to delivering high-quality services that are accessible to all and offer genuine value to our communities. We recognise that resources are limited, but our ambition is not. By focusing on Sustainability, Collaboration and Innovation, we will continue to provide meaningful cultural and leisure experiences that improve lives, regardless of economic pressures.

We will deliver quality, value, and accessibility by focusing on:

Our Offer

We are committed to delivering high-quality leisure and culture opportunities for all. We will:

- Collaborate with Dundee's citizens and visitors to develop our offer, addressing changing needs to improve health and well-being.
- Partner on initiatives with Dundee's communities, Dundee City Council, third, private sector and national organisations, to create new leisure and culture opportunities for all.

Our Infrastructure

Our evolving offer will require the right buildings, facilities and digital infrastructure. We will:

- Work with Dundee City Council to reshape how we use our buildings and facilities to increase the efficiency and effectiveness of our activities.
- Look for new partnerships and ways to use the space to ensure communities and visitors have access to our facilities.
- Develop and deliver a digital strategy that will support our ambitions.

Our People

Our staff are our most valuable asset. We will:

- Foster teamworking, develop new skills and support the health and wellbeing of our staff.
- Develop new opportunities for career progression across our organisation.

Our Brand

Our existing brand has grown organically, creating a range of focused but often unconnected offers. We will:

- Develop a shared visual language that supports all our activities.
- Communicate our commitment to ensuring everything we do improves lives by enhancing the health and well-being of all.

Our Finances

Our commitment to innovation & investment will require careful planning. We will:

- Ensure access to our offer, regardless of ability to pay, by developing revenue-generating activity and externally funded initiatives.
- Proactively invest in our offer, infrastructure and staff, through operational efficiencies, revenue development and external funding.



MEASURING SUCCESS

At Leisure & Culture Dundee, success is defined by our positive impact on the lives of the people and communities we serve. As a charitable organisation, we are committed to transparency, accountability, and continuous improvement. Measuring our progress is essential to ensuring that our strategic priorities — Sustainability, Collaboration, and Innovation—translate into real-world outcomes.

We will measure our success through:

Strategic KPIs

We will track key performance indicators across all service areas, including participation levels, customer satisfaction, environmental performance, digital engagement, and financial sustainability.

Community Outcomes

We will assess how our services contribute to improved health, wellbeing, learning, and social inclusion across Dundee. This includes gathering feedback from service users and community partners.

Staff Development & Engagement

Our people are central to our success. We will monitor staff wellbeing, training uptake, and internal communication to ensure our teams are supported, skilled, and motivated.

Partnership Impact

We will evaluate the effectiveness of our collaborations with Dundee City Council, local communities, and national organisations in delivering shared goals and expanding our reach.

Annual Reviews & Reporting

We will publish regular updates on our progress, share successes and challenges, and use insights to refine our approach. This will ensure that we remain responsive, relevant, and aligned with our charitable purpose.

LACD will continue to grow as a trusted, impactful, and forward-thinking organisation by embedding a culture of reflection, learning, and evidence-based decision-making.

OUR CHARITABLE OBJECTIVES

As a registered Scottish Charitable Incorporated Organisation (SCIO), Leisure & Culture Dundee operates with a clear set of charitable objectives that guide our work and define our purpose. These objectives reflect our commitment to public benefit, community wellbeing, and the enrichment of lives through access to culture, sport, and learning. They provide the foundation for all our activities and ensure that our services are delivered with Sustainability, Collaboration, and Innovation.

- To advance the arts, heritage, culture and science
- To advance public participation in sport
- To provide recreational facilities and organise recreational activities with such facilities/activities being made available to members of the public at large with the object of improving their conditions of life
- To advance education
- To advance health
- To advance citizenship and/or community development (which may include the promotion of civic responsibility, volunteering, the voluntary sector and/or the effectiveness or efficiency of charities)
- To relieve those in need by reason of age, ill health, disability, financial hardship or other disadvantage
- To promote, establish, operate and/or support other similar schemes and projects which further charitable purposes





OUR ORGANISATIONAL VALUES

At Leisure and Culture Dundee, both Trustees and employees are expected to actively uphold our core organisational values in everything we do. These values are more than guiding principles — they shape our culture, influence our decisions, and drive our actions.

They are the foundation that brings our strategic priorities — Sustainability, Collaboration, and Innovation — to life. By living these values every day, we ensure that our work not only meets the needs of today but also creates lasting, positive change for the communities we serve, now and into the future.

- A Commitment to Service Quality and Excellence
- A Commitment to being Empowered and Accountable
- A Commitment to actively share Knowledge and Skills
- A Commitment to ensure Equality and promote Diversity
- A Commitment to practice Corporate and Social Responsibility

**TOGETHER, WE
WILL DELIVER ON
OUR MISSION.**

**TOGETHER, WE
WILL SHAPE THE
FUTURE.**

