

Leisure & Culture Dundee

**Report and accounts
for the year to 31 March 2014**

Charity number SC042421

Leisure & Culture Dundee

Contents

	Page
Charity information	1
Chairman's report	2
Managing directors' report	3 - 13
Report of the trustees	14 - 20
Statement of trustees' responsibilities	21
Independent auditor's report	22
Statement of financial activities	23
Balance sheet	24
Cash flow statement	25
Notes to the accounts	26 - 36

Leisure & Culture Dundee

Scottish Charitable Incorporated Organisation information

Trustees	R Duncan (Chair) S Aitken (Vice Chair) S Murdoch (Managing Director) M Stewart (Finance Director) A Bovill B Gordon S Hunter I Luke A Rae R McCready I Mathers L Mason
Senior management team	S Murdoch (Managing Director) J Dobbie (Head of Library and Information Services) C Findlay (Head of Support Services) B Gartley (Head of Cultural Services) G Wark (Head of Leisure and Sport)
Registered office	Level 3 Central Library The Wellgate Dundee DD1 1DB
Website	www.leisureandculturaldundee.com
E-mail address	www.leisureandculturaldundee.com/contactus
Telephone	01382 307460
Auditors	Henderson Loggie Royal Exchange Panmure Street Dundee DD1 1DZ
Solicitors	Burness Solicitors 50 Lothian Road Edinburgh EH3 9WJ
Bankers	Royal Bank of Scotland plc Dundee Chief Office PO Box 70 Chief Office 3 High Street Dundee, DD1 9LY
Charity number	SC042421

Leisure & Culture Dundee

Chairman's Report

How do you summarise a year in the life of an organisation with the diverse responsibilities carried by Leisure & Culture Dundee?

It has certainly not been dull!

This was the year when we opened the new Olympia, which has the capacity to offer a flexible 50 metre pool for competition and training purposes, as well as learn to swim programmes, diving, water polo and aqua fitness. It also retains Dundee's exhilarating flume offer and enhances the swimming and play facilities for younger children.

The new pool has been an overwhelming success as Dundee residents and people from further afield have enjoyed a huge range of swimming activities. Most importantly, the levels of usage have exceeded expectation and been maintained throughout the year.

Dundee's Library Service was acknowledged as Bookseller UK Library Service of the Year 2013. The Central Library retained its position as the busiest public library in Scotland, and developed its facilities further to cope with the new demands presented by welfare reform and the challenging economic climate.

Our programme of exhibitions in The McManus: Dundee's Art Gallery and Museum, and partnership with the V&A, has sustained its position as a hugely popular destination at the heart of the city.

2013 was also the year when the city was engaged across all sectors in bidding to become UK City of Culture 2017. Leisure & Culture Dundee staff played a leading role in the campaign and, while the ultimate accolade went to Hull, the profile of the city's cultural offer has never been higher, and the legacy of the campaign will have a lasting impact on cultural tourism and the regeneration of the city.

Across the board, Leisure & Culture Dundee's services have enjoyed more than 2 million visits. The combined impact of this on the quality of life for those who live, work or visit the city is enormous, and I am very proud to have led a Board and a staff team who are both very able and highly committed.

Bob Duncan
Chairman

Leisure & Culture Dundee

Managing Director's report 2013/14

PERFORMANCE 2013/2014

LIBRARY AND INFORMATION SERVICES

2013 began with the news that Dundee Libraries had won the prestigious UK Bookseller Library of the Year Award.

Facts and Figures 2013/2014	
531,446	Items borrowed
20,636	Requests for library items
129,687	Enquiries
1,332,787	Visitors
27	Volunteers working 1,720 hours
4,774	Attendances at reading related activities

Library and Information Services Stakeholder Group

The Library and Information Services Stakeholder Group continued to meet regularly throughout the year to discuss library developments. A pilot roadshow was held in Lochee Library on Friday 14th March to promote membership of the group.

Friends of Broughty Ferry Library

The Friends Group is now well established and have supported the library with a number of fundraising activities and events.

Welfare Reform

The Opportunities Room was launched in October 2013 to support communities through welfare reform changes. The department houses a range of services and facilities including internet/Wi-Fi, supported access to online resources, comfortable seating areas and space for advice surgeries, as well as printed resources on a range of subjects including employability, computing, personal finance, health and well-being, sport, learning a language, art and music. A number of external agencies also use the space for advice clinics, drop-ins and workshops, including DWP, Welfare Rights Team, Discover Opportunities, Dundee Social Media Surgery and Skill Share. The number of customers assisted by our volunteers between October 2013 and March 2014 was 468.

E Safety for all ages

Our activities promote the value and benefits of getting online and celebrate the amazing potential of the virtual world. It also gave us a chance to explain why library PCs are set up with filtering systems and passwords – we are not just being mean!

Video Games Workshops

Coder Dojo Dundee builds on the success of the well established Video Games workshops for teens that have been running in Central Library over the past year.

Facts and Figures 2013/14	
1,001	IT taster sessions
622,500	Visits to library website
7,415	E-books and e-audio books downloaded
4,836	E-magazines downloaded
2,668	Launches of the library app

Leisure & Culture Dundee

Managing Director's report 2013/14 (continued)

CILIPS Award

Mobile Library Driver/Library and Information Assistant, Alan Kennedy was highly commended in CILIPS's (Chartered Institute of Library Information Professionals) Branch and Mobile Libraries Group award for Library Champion of the Year. This award recognises outstanding achievements and contributions to the services by mobile library workers who make a real difference to the people who use their service.

Partnership with PAMIS

PAMIS is an organisation working with people who have profound and multiple learning disabilities, their family, carers and professionals who support them. Holding the collections at PAMIS's Perth Road library means that, working closely with PAMIS, we can now reach a wider audience of people who can benefit from borrowing these packs.

Remembering Michael Marra

The Marra family asked if Lochee Library might be willing to display a painting in memory of Michael Marra, the renowned local musician. The portrait and accompanying plaque were unveiled on 23rd October 2013, the first anniversary of Michael's untimely death.

Reminiscence Packs

Reminiscence packs continue to be in high demand from groups across the city who want to hold reminiscence sessions, to help stimulate conversation, aid recall and encourage people to share their memories.

Photopolis

Rory MacLeod, a student on the Scottish Internship Graduate Certificate, worked with Dundee Central Library for six months. This project documented the areas that appeared in the images featured on Photopolis – and generated a collection of modern photographs that are designed to 'mimic' their Photopolis counterparts. An exhibition, "Photopolis and Dundee" looking at five areas of Dundee ran in Central Library in August 2013.

Author Events

More than twenty author events in 2013/14, took place in Broughty Ferry, Whitfield, Fintry, Charleston and Lochee Libraries as well as Central Library and more than 1,100 people took advantage of the opportunity to meet local and international authors.

Man Booker Prize Evening

As one of the contenders for UK City of Culture 2017 we were invited to take part in a reading event around the Man Booker Prize shortlist. Reading Groups across Dundee each read a shortlisted title and met up in Broughty Ferry Library on 15 October to share their thoughts and watch the award ceremony live from the BBC.

Book Week Scotland

Once again Dundee Libraries took part in Book Week Scotland, the national celebration of books and reading and added a local dimension. 526 people took part in the 17 organised events.

Donation of Bird Sculptures

During the Edinburgh Book Festival 2013 thirty magnificent paper bird sculptures were created by the enigmatic Edinburgh Book Sculptor. Lucy Neville a former Broughty Ferry member, was lucky enough to receive one which invited her to "Set the bird free in a library you love". We're absolutely thrilled to receive one of only thirty of these fantastic sculptures and are delighted that Lucy chose Broughty Ferry Library for its home.

Leisure & Culture Dundee

Managing Director's report 2013/14 (continued)

Creepy House

The Tesco Bank Summer Reading Challenge Scotland 2013 was our best year to date with 1,040 children registering to take part and 579 finishing. Each library held its own award ceremony to present medals and certificates to children with parents coming along to enjoy the celebrations.

National Libraries Day

On Saturday 8 February 2014 Dundee libraries took part in National Libraries Day, the culmination of a week of celebrations in schools, colleges, universities and public libraries across the UK. There was one photo in particular which captured everyone's imagination. It was a photo of one of our youngest members who was just a few days old next to our oldest member who recently turned 105.

Bookbug

Bookbug Week 2013 took 65 babies and 653 adults out to explore at Camperdown Wildlife Centre on 20th and 23rd May. Dundee was one of the first 8 local authorities to receive additional funding to delivery Bookbug Assertive Outreach. Our success in developing contact with families was recognised when we were asked to give a presentation at the national Bookbug conference in Glasgow in March 2014.

X-Box FIFA

In April, 70 young people joined in the Xbox 360 FIFA13 event on a cinema screen in the Steps Theatre. Dundee United players showed up to see the tournament in action. The event, to promote library facilities, also showcased the Show Racism the Red Card campaign.

Whitfield Library

Whitfield Library will move to its new location in The Crescent early summer 2014. The new facility will contain NHS services, a GP surgery, Social Work offices, community rooms as well as the library and café.

Leisure & Culture Dundee

Managing Director's report 2013/14 (continued)

CULTURAL SERVICES

Facts and Figures 2013/14
The Creative Learning programme delivered 420 events and activities to 8,756 children, young people and adults. This is a good deal higher than the target figure.
The Caird Hall continues to deliver a varied programme of 373 performances, conferences, events and graduations with attendances of 114,285.
The McManus attendance figures were 152,661. A slight drop on a particularly good year for attendances previously, still significantly above targets.
Cultural Services hosted the third in a series of four partnership exhibitions with V&A London Modern Masters in Print and included prints by Henri Matisse, Pablo Picasso, Salvador Dali and Andy Warhol, four of the 20 th Century's greatest artists

Caird Hall

The Caird Hall celebrated 90 years in 2013. The venue hosted the same amount of events as last year with 373. The Caird Hall hosted a number of high profile concerts including Simple Minds with their Greatest Hits Tour, Britain's Got Talent phenomenon Susan Boyle on her first ever tour, and the Modfather Paul Weller. The City of Discovery Charity Concert with the Royal Scottish National Orchestra and Leslie Garret, Christmas with the Ratpack, TV Star Jane McDonald, The Ladyboys of Bangkok, Triple 80s Header with Go West, Hue and Cry and the Christians, the Royal Scottish National Orchestra and Scottish Ensemble seasons and many more! Comedy also played a major part in the programme with Micky Flanagan, Reginald D Hunter, Jack Dee, The Lumberjacks and Father Ted star Ardal O'Hanlon. The BBC recorded their Question Time programme with David Dimbleby and Classic FM broadcast live from the Caird Hall to celebrate the tenth anniversary of its partnership with the Royal Scottish National Orchestra. John Suchet, who studied at the University of Dundee, presented the BBC flagship morning programme from the venue.

Dundee City Box Office

In July the Box Office made the long awaited move to a purpose built facility at 16 City Square. The ticketing system Audienceview was upgraded in Spring 2014 and this allowed for a refresh of the online website. The new online service provides e-flyers to customers direct. The total number of tickets sold was 119,762 up 3% on the previous year.

Music Development

The music grants administered on behalf of Dundee City Council provided support to the Royal Scottish National Orchestra, Scottish Ensemble, Jazz Scotland, Dundee Choral Union, Dundee Symphony Orchestra, Dundee Chamber Music, Scottish National Jazz Orchestra, Music Hospitals, Dundee Blues Bonanza, Children's Classic Concerts, Scottish Opera and Scottish Chamber Music to further enhance the musical offering within the city. A successful collaboration between Music Development and Tayside Health Arts Trust provided a Musicality Workshop as part of the Luminare Festival in the Marryat Hall with over 100 people attending. World Music is an established part of the Caird Hall programme.

The Big Big Sing Day took place in the Caird hall, which was part of the Glasgow 2014 Cultural Programme. Over 300 people attended a fun packed afternoon of song and workshops. The inaugural Springfest took place in March 2014, a festival of classical music for Dundee with over 20 events taking place. A total of 96 music development events were staged with 2,707 participants.

Burgh Halls

Attendance for the year 9,134 from 492 bookings.

Leisure & Culture Dundee

Managing Director's report 2013/14 (continued)

The McManus Exhibition Programme

“Re: New – Contemporary Art from the Permanent Collection”, Catherine Yass’s outstanding photographs “Bridge North and South” and Ruth Ewan “Nae Sums” recycled from the desks of Dundee Schools. “What Presence!” focussed on photographs taken by Glasgow photographer Harry Papadopoulos, co-curated by Ken McCluskey of the Bluebells. To complement the main exhibition, the family space was transformed into a Radio Tay Studio and a live Radio Tay broadcast was also made as part of this year’s Festival of Museums programme. The film documentary about the life of Dundee musician Billy Mackenzie was shown to a capacity audience at the Steps Theatre. “Modern Masters in Print” showcased the V&A’s collection of prints by the four giants of twentieth century printmaking Matisse, Picasso, Dali and Warhol. The show was supported by a major outreach programme co-ordinated by the Learning and Engagement Team and delivered as part of the University of Dundee’s hosting of the prestigious international print conference Impact8. The year’s Twentieth Century Gallery display focussed on the nationally significant collection of fine art photography with “A Silvered Light – Scottish Art Photography from the City’s Permanent Collection”. An outstanding collection ranging from the documentary photography of Joseph McKenzie to contemporary work by Turner prize-winner Wolfgang Tillmans. The ever popular annual winter works on paper display in the Victoria Gallery showcased harbour scenes from the Orchar collection.

Museum Collections Projects

Some key projects were initiated or concluded this year, many of which had both a local and a national resonance. “Ancestors in the Arctic” was published, aided generously by a grant from Museums Galleries Scotland. Another Museums Galleries Scotland funded project enabled the conservation of a Dundee Burns Club Banner which was recently donated by the Dundee Burns Club, put on display in The McManus to coincide with Burns Night, and this was the first time it had been publicly seen since 1880. “Adding Another Dimension to Dundee’s Medieval Carved Stones” was funded by the Heritage Lottery Fund. The stones are coffin lids which were discovered in and around the St Mary’s Church complex during the 19th century. They have been in the museum collection since their discovery, but had never been fully researched. Their significance is only now being uncovered. We continue to work alongside key heritage providers in the city on projects. Support to the Dundee Museum of Transport and development work for the Great War Dundee funding application; along with Dundee Heritage Trust the feasibility of conserving, documenting and redisplaying the 1801-2 Boulton and Watt steam engine.

Acquisitions and Donations

The National Fund for Acquisitions assisted with the purchase of a screenprint on mirrored aluminium “False Positive, False Negative” by Jane and Louise Wilson. NFA also contributed to the purchase of the oil painting A Modern Adoration by Stewart Carmichael, from St Margaret’s Church Barnhill and supported purchase in 2013/14 of two Buffalo Bill Photographs, from Cowan’s Auction USA, from his visit to Dundee in 1904. Other objects purchased included a book of newspaper clippings from Draffens store, an original book of poetry by Maggie Todd and a medieval horse pendant. We are indebted to the generosity of donors, keen to ensure that Dundee’s material culture remains in public hands. Example of donations; Screenprints and photo polymer prints, wash drawing by James McIntosh Patrick, toy teapot from the Tay Rail Bridge disaster, taxidermy of mounted Eagle Owl, mounted Osprey specimens, boxing gloves and vest signed by Richard (Dick) McTaggart, British Empire Medal and other volunteer medals.

Loans

Another busy year for loans, our collections were requested for loan to exhibitions across the country.

Leisure & Culture Dundee

Managing Director's report 2013/14 (continued)

Conservation and Collections Care

We continue to enjoy the ongoing support of the WS Phillips Trust. Preventive and remedial conservation ensure that the collections and buildings cared for by Cultural Services meet appropriate standards and contribute to long term preservation needs. Items to have been conserved include ship models, the Dundee Burns Club Banner, and preparing objects for display in the upcoming 2015 Roman Empire Exhibition. We continue to undertake basic remedial and remounting work on the framed oil paintings and works on paper collections.

Volunteers, Research and Enquiries

As in years past, a great variety of volunteer projects were undertaken and we are very grateful to our volunteers for their input and support. Cultural Services have also hosted secondary school children on their work experience weeks. Hundreds of enquiries were dealt with in the past year, linking to all part of the collection. Dr William Rough of the University of St Andrews has been successful in securing external funds to enable him to continue to research artists of the Orchar Collection. The Dundee Visual Artists Awards and Craftmakers Awards scheme is one of a network supported by Creative Scotland. This resulted in a total of 38 applications leading to 18 grants to artists and craft practitioners.

Young People

“Scotland Creates: A Sense of Place”, at McManus we delivered the project's themes within the context of Dundee, its heritage, physical and cultural landscapes and the city's past and present relationship with the wider world. Young people were asked to become ‘digital journalists’, documenting and sharing their experiences through social media. Later in the year, young people curated an exhibition combining films, photography and creative writing alongside loan objects from NMS and the McManus collections.

Communities

Work continued to increase public access to the museum's Oral History Archive, with audio clips being used throughout Learning and Engagement activities. Plans are also being progressed to deliver a month long programme of Oral History activities to celebrate the 10th Anniversary of McManus Life Stories.

Guided Tours and Workshops

A menu for Schools, FE and Community Groups was offered, including “Early Bird” guided tour slots to temporary exhibitions, workshops and drawing projects. “Behind the scenes” access to McManus Collections Unit continued, and targeted different audiences by offering weekend and evening events. An event showcasing some well-loved ship models currently cared for at the Collections Unit attracted 448 visitors. “Adding a New Dimension to Dundee's Medieval Carved Stones” project brought hundreds of people into the Old Steeple in order to view the stones.

Mills Observatory and Science Engagement

Popular Planetarium Shows and Groups Visits continued throughout the year. The Observatory and one of its Visitor Assistant's Robert Law, were the inspiration for new artwork by international artist, Hiraki Sawa, who created a film which was shown as part of his solo exhibition “Lenticular” at Dundee Contemporary Arts in October.

Broughty Castle Museum

Some minor adjustments were made in the Life on Land gallery, which opened up the space and added a historic map showing the Tay Estuary as part of the flooring which visitors are enjoying studying as they walk over it! Public events included guided tours, children's drop-in activities, school visits and “Living History” costumed interpretation performances.

Cultural Partnerships

Throughout the year, we have worked closely with other cultural providers to develop a programme of partnership events for delivery at a range of Cultural Services facilities. This includes Dundee Arts Café in collaboration between the Universities of Dundee and Abertay, the Blue Skies Festival, the Scottish Ensemble and Scottish Opera, Dundee's Symphony Orchestra and Christmas Light Night. On the evening of the Light Night event McManus hosted a number of performances from local choirs and welcomed around 1,500 visitors to the museum. "CUT: Smallpetitklein" at Camperdown was perhaps the most thrilling and ambitious of all our partner events to date, "CUT" was an extraordinary immersive piece from Smallpetitklein Dance Company; set against the magnificent interiors of Camperdown House. The Big Print Project was an ambitious 6 month learning and engagement initiative, designed to build new audiences for the "Modern Masters in Print" exhibition and for Impact8 International Print Conference and Festival. Using The McManus collections, as a starting point, children, young people and adult learners explored a range of themes, including social and natural history, science, culture and architecture through printmaking, drawing and collage workshops that were delivered across the city. The project culminated in a day of outdoor printmaking during Impact8 and Print Festival Scotland. In the University car park, tiles were inked and printed – not by press but by road roller, kindly supplied by a local building firm.

Leisure & Culture Dundee

Managing Director's report 2013/14 (continued)

LEISURE AND SPORT SERVICE

2013/2014 was a year of significant change for the Leisure and Sport Service. The new service structure came into force, as well as the opening of the new Olympia. The McTaggart Regional Gymnastic Centre became operational and health and well-being programmes, such as Active Families, raised the bar. Overall a very successful year, with the service touching the lives of more people than ever before.

Facts and Figures 2013/14	Attendance Figures
Golf	57,114
Camperdown Wildlife Centre	81,884
DISC	174,907
Lochee Swim & Leisure Centre	67,554
Douglas Sport Centre	81,052
Lynch Sports Centre	55,105
Grove	54,117
St Pauls	54,018
Development	144,284
Olympia	429,428
Total	1,199,463

Active City

Golf

- Rounds of golf increased by some 2,500 on the previous year to 57,114
- Golf Dundee was launched on 15 May 2013 and followed significant investment in golf course machinery
- The ladies First and TG54 junior programmes were established

Wildlife Centre

- Attendances improved by more than 8,000 visits on the previous year to 81,884
- The centre embarked on the process to gain BALAI approval and construct an isolation unit
- The 2013-18 Conservation Strategy was launched and we increased our work on climate change

Facilities

- Attendances at DISC were up more than 30,000 visits to 174,907 on the previous year
- This was helped by a range of events including Fusion Street, our first handball tournament
- New programmes have been introduced for unrepresented group at both DISC and McTaggart Centre

Development

- Football Development, Coach Education focussed on the Midnight League, East Region winners in the U16 female category
- We organised the Dundee Sports Relief Mile on 23 March
- The Sports Awards provided a high profile finale to the 2013 sports year.

Active Communities

Lochee Sports & Leisure Centre

- The 67,554 attendances in 2013/14
- Lochee's attendances were down some 12,000 visits on the previous year due to a seven week maintenance closure

Leisure & Culture Dundee

Managing Director's report 2013/14 (continued)

Douglas Sports Centre

- Usage remained very stable compared to 2012/13 at just over 81,000 visits
- Stroke, Cardiac and COPD programmes are now well established and valued activities supporting people across Dundee

Lynch Sports Centre

- Attendances were marginally down on the previous year attributed to roof problems encountered and subsequent poor publicity

Active Futures Service

Facilities

- Grove attendances have increased in 2013/14 compared to the previous year from 52,632 to 54,117 (an increase of 1,485 ... 2.8%)
- St Paul's attendances have remained steady in 2013/14 at 54,018

Development

- The Dance Service has had another successful year running 34 classes each week catering for 903 young people
- The annual Dance Festivals were wonderfully well supported, with sell out audiences at Dundee Rep, Gardyne Theatre and Whitehall Theatre
- Grove and St Paul's Fitness Studios were fitted out with new quality Fitness Equipment in March 2014. We are looking forward to seeing our Studio attendances increase over the next year

Eat Well Play Well

- A grant from the British Heart Foundation of £155,000 enabled us to deliver a two year project to develop and test a physical activity and nutrition programme for families with early years children

Children Activities

- Increased number of activity programmes for young people
- Tiny Tots Tennis programme was launched in August 2013, at Douglas Sports Centre
- Pre-school gymnastics
- The pre-school ASN swimming sessions at Lochee have proved very popular
- Mini Movers launched in February 2014
- POST – Joint programme with NHS targeting young people with high BMIs
- Hot Wheels – Joint venture with Dundee Healthy Living Initiative and Dundee City Council's Education Service supporting young parents with their babies in an exercise and social programme
- Family Splash has established itself as a popular activity session in Lochee. The programme has now extended to Family Gymtime and, it is anticipated, will be adopted more widely across the city

Olympia

- Olympia made its much anticipated move from Earl Grey Place to East Whale Lane in 2013 and was officially opened on Friday 20 September 2013 by the Minister for Commonwealth Games and Sport, Shona Robison MSP
- The new facility opened to the public on Thursday 27 June 2013 – the first day of the school holidays, credit must be given to staff for getting the Centre open for the holidays as the preparation time was reduced from 12 weeks to 36 days!
- Olympia has hosted 25m and 50m galas, water polo tournaments as well as diving competitions
- Olympia has seen a significant increase in usage with 429,428 visits over the 12 months

Leisure & Culture Dundee

Managing Director's report 2013/14 (continued)

BALANCING SOCIAL AND BUSINESS OBJECTIVES

Everything we do is focused on trying to improve the quality of life for those who visit, study, work, volunteer or live in the City of Dundee.

Through our partnership with Dundee City Council, we have:

- Continued to improve the facilities we operate.
- Introduced a revised Concession Scheme which reduces the financial barrier to participation.
- Provided targeted assistance to help families and others improve their health and well-being.
- Replaced the public access terminals throughout the city's library network.

From our own resources, Leisure & Culture Dundee has:

- Upgraded software in the City Box Office.
- Provided charitable gifts/support in kind to local groups.
- Purchased the new starters' box and facilities at Caird Park Golf Course.
- Replaced equipment in sports centres, libraries and cultural facilities.
- Invested in targeted health and fitness activities for vulnerable families.
- Paid for the conservation and restoration of a number of items in the collection of the Museums and Galleries.

During 2013/14 Leisure & Culture Dundee raised £893,659 from external charitable trusts and funds to contribute to this work.

Investment decisions taken by the Board have prioritised initiatives designed to save, or expenditure designed to assist Leisure & Culture Dundee to grow.

Leisure & Culture Dundee promoted its charitable objectives by delivering £100,000 worth of discounted access for targeted groups to leisure and sports facilities.

Within a challenging budget environment Leisure & Culture Dundee has shown sound financial governance whilst delivering excellent performance against charitable and business objectives.

CONNECTING AND NETWORKING

Leisure & Culture Dundee is represented on the National Structures for Culture; Sport and Leisure; Library and Information Services; and Community Development.

It has supported the Scottish Government in relation to policy development and has welcomed visits from other local authorities/trusts in Scotland who are interested in an exchange of practice, particularly relating to the development of the SCIO.

We have developed strong links with Northern Ireland through the development of their new unitary authorities and the request for elected member visits to Dundee and by contributing to their development in Northern Ireland.

Paintings and artefacts from Leisure & Culture Dundee continue to be requested by galleries and museums, and we are always delighted when we can agree a loan arrangement. During 2013/14 loans included the Scrymgeour Snuff Mull, works by John Duncan and Duncan Fergusson, and fossil specimens, including two fossil sharks.

Leisure & Culture Dundee

Managing Director's report 2013/14 (continued)

Sporting links have always featured. The Dundee International Sports Complex (DISC) continues to host international events and we have been pleased to sponsor and support these events.

Our Local History service has a global reach and has dealt with 22,262 enquiries from countries around the globe during 2013/14 including Canada, Nigeria, Jamaica, Italy, St Kitts and Azerbaijan.

LOOKING FORWARD

Dundee City Council asked Leisure & Culture Dundee to assume responsibility for the management of Dundee Ice Arena and, with effect from 1 April 2014, the staff, budgets and responsibilities for the Ice Arena transferred to the Leisure and Sport Section. Lease responsibility for school based community leisure and sports facilities at Grove and St Paul's has also been transferred to Leisure & Culture Dundee. This operating arrangement may be extended to other school based leisure facilities in 2015. The new Olympia utilises a range of energy efficient measures including photo-voltaic, heat exchange and water conservation. Leisure & Culture Dundee has worked closely with Dundee City Council to reduce its carbon footprint through the replacement of lease cars with electric vehicles and the installation of charging points at the Olympia car park and the Dundee Ice Arena. There are plans to replace the lighting in the Caird Hall in 2015 with low voltage LED lighting.

During 2014/15, the refurbished meeting rooms and breakout spaces in the Lower Caird Hall will also transfer to Leisure & Culture Dundee to operate. These new rooms will greatly enhance the capacity of the Caird Hall to attract conference business. To support this and to maximise the potential use of other venues, a new post of Events Co-ordinator is to be established.

Throughout 2014 and for the next two years, Leisure & Culture Dundee will play a key role in the Great War Partnership Dundee, which will commemorate the very significant contribution made by Dundee to the First World War and to its impact on the society we live in today.

The McManus: Dundee's Art Gallery and Museum, will host a further major exhibition from the V&A. The Board will evaluate options for the replacement of IT and interactive equipment in the galleries.

Proposals for the redevelopment of the Wellgate Centre will significantly impact on the Central Library. In the medium term there will be the disruption caused by building works. The Headquarters Unit, the Citizens' Advice Bureau and Discovery Credit Union will require to be relocated. The developer's proposals will, however, result in new meeting rooms to replace the Steps Theatre, a refurbished café and new counters in the main foyer of the library. Backroom space and storage will be significantly reduced to create space for a new multi-screen cinema, but public areas of the library will not be significantly affected once the job is complete.

Construction of the Regional Performance Centre for Sport will start in 2015 and will provide a further enhancement to the city's sports facilities, creating the first full size indoor pitch, spectator seating, and sports science facilities. Leisure & Culture Dundee is at the core of the project as operators of the new facility.

Stewart Murdoch

Managing Director, Leisure & Culture Dundee

Leisure & Culture Dundee

Trustees' report

The trustees have pleasure in submitting their annual report and accounts for the year ended 31 March 2014. The charity information set out on page 1 and the Chairman's and Managing Director's reports on pages 2 and 3 form part of this report. The accounts comply with the recommendations of the Statement of Recommended Practice and Accounting and Reporting by Charities and current statutory requirements.

Structure, Governance and Management

Charitable status

Leisure & Culture Dundee is a Scottish Charitable Incorporated Organisation (SCIO), governed by its constitution, and has charitable status under the Charities and Trustee Investment (Scotland) Act 2005 and the Scottish Charity Number is SC042421. The SCIO was recognised by the Office of the Scottish Charity Regulator (OSCR) on 29 June 2011.

Trustees

There are thirteen trustees of which six have been appointed by Dundee City Council, four elected members and two officers, specifically the Managing Director and Finance Director. There are seven independent trustees in accordance with the SCIO's constitution.

At the conclusion of each Annual General Meeting, required under the constitution, two out of the required seven independent trustees shall retire from office, but may then be re-appointed. The trustees to retire shall consist of those who have been longest in office since they were last appointed or re-appointed. A trustee appointed by the Council (elected members) who has served for a period of six years shall not be eligible for re-appointment until a further period of one year has elapsed. The Board may, by way of a resolution passed by majority vote at a Board meeting, waive the provisions in relation to a particular charity trustee if they consider that exceptional considerations make that appropriate.

The trustees as at the date of this report are as detailed on page 1. In addition G Robinson was a trustee until he resigned on 4 June 2014 and V Dinsmore was a trustee until she resigned on the 6th November 2013. A replacement trustee to replace G Robinson has been approved and will take up office at the forthcoming AGM.

Policies and procedures for induction and training of trustees

The ongoing training needs of trustees are considered by the Board from time to time.

Organisation Structure

The full Board meets bi monthly where decisions are taken to set the overall strategy for the SCIO as well as to monitor its activities. Senior management are charged with the task of implementing these decisions.

Risks

The major strategic, business and operational risks that the organisation faces have been identified and are reviewed by the Board periodically. Systems have been established and are regularly reviewed. These are strengthened as required to ensure that the necessary steps are taken to lessen these risks.

Leisure & Culture Dundee

Trustees' report (continued)

Reserves policy

The organisation's principal charitable activities are:

- Cultural Services
- Leisure and Sport
- Library and Information Services

These activities are funded by service fees from Dundee City Council and income generation from fees and charges to access some of the activities.

The organisation's accounts reflect liquid or readily realisable assets, i.e. cash held to fund activities and operating costs.

The Board considers it appropriate that the Reserve Policy be established by reference to the organisation's liquidity position.

The Board has decided that the organisation should maintain a reserve fund which is approximately equal to two months' income generated from activities, estimated at £400,000.

The reserves policy is adopted to ensure that the organisation remains able to continue providing its charitable activities in the event of greater volatility in our future income.

Purpose statement

To deliver, for the citizens of Dundee, and those who visit the City, high quality Leisure, Sport, Cultural and Learning Experiences which improve their quality of life.

Objectives and activities

Principal activity

The principal activity of the SCIO is the provision of recreation and leisure facilities on behalf of Dundee City Council in accordance with the following charitable objectives:

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; through the provision of services (including those entrusted to it by Dundee City Council), which contribute to advancing well-being (primarily the well-being of residents of Dundee) including (i) the operation, management and development of galleries, museums and other facilities which provide public access to collections of works of art, antiquities and objects of scientific interest; (ii) the development and delivery of arts and cultural activities and events, artistic programmes, and educational projects; (iii) the operation, management and development of libraries and provision of library and archive services; (iv) the operation, management and development of indoor and outdoor sports facilities (including arrangements to facilitate access to such facilities by those on lower incomes or having special needs and to encourage wider participation in healthy exercise); (v) the development and delivery of sports activities and

Leisure & Culture Dundee

Trustees' report (continued)

events directed towards wider participation in sport; (vi) the development and delivery of community learning and adult learning initiatives; and (vii) the delivery of services focused on social renewal and the needs of young people.

WHAT WE MANAGE

Leisure and Sport Services

Active City

Management of leisure and sports facilities and services which have a citywide/regional focus:

- The Wildlife Centre
- Golf Courses
- Dundee International Sports Complex (DISC)
- McTaggart Regional Gymnastic Centre
- Sport specific development, including coach/club development and Dundee City Disability Sports
- Citywide national and regional sports initiatives and programmes
- Leisure and sport holiday programmes
- Liaison with national governing bodies

Active Communities

Management of leisure and sports facilities and service provision which has a community focus:

- Lynch and Douglas Sports Centres
- Lochee Swimming Pool
- Community sports development services, including Active Families
- Specialist sport provision for vulnerable groups, including those with disability
- Support for the Community Sport Hub development and liaison with local communities

Active Futures

Management of leisure and sports facilities and services which have a focus on young people and the community use of sports facilities:

- Community use of St Paul's and Grove Academies' sport and leisure facilities
- Physical activity services, including early years, basic moves and pre school and out of school activities
- Leisure and sport dance provision
- Educational partnerships
- Partnerships for those working with vulnerable young people
- Interface with the national and local early years intervention programmes

Olympia and Swimming Development

Management of:

- Olympia Leisure Centre
- Aquatics Development service and aquatics and swimming lesson programmes
- Health and fitness coordination across leisure and sport facilities

Dundee Ice Arena

- With effect from 1 April 2014, Dundee Ice Arena.

Leisure & Culture Dundee

Trustees' report (continued)

Library and Information Services

Adult Library and Information Services

- Management and development of services to adults across the City.
- Central Library - Leisure Reading.
- Advice and support for online welfare benefits.
- Outreach Services, including Housebound and Mobile Services.

Children's Library and Information Services

- Management and development of services to children across the City.
- Central Library - Children's Services.
- Outreach Services, including work with schools and early years partnerships.

Information Services

- Management and development of information services across the City.
- Central Library: Reference Library, Local History and Science and Business.
- Website development and support.
- Access to electronic resources, including the Directory of Local Organisations.
- Free public wi-fi and internet access at 14 different locations and 240 terminals across the city.

Cultural Services

Museum Services

- Management and development of History and Natural Sciences Collections
- Registration and documentation of all Collections
- The McManus: Dundee's Art Gallery and Museum
- McManus Collections Unit
- Broughty Castle Museum
- The Old Steeple

Fine and Applied Arts

- Management and development of Art Collections
- Exhibition Programme
- Liaison with other art providers
- Camperdown House

Learning and Engagement

- Management and development of Creative Learning Programmes
- Front of house operations
- Partnerships with other learning providers
- Mills Observatory

Halls and Music Development

- Management and development of Caird Hall and facilities and Burgh Halls.
- Negotiations and liaison with hirers, promoters, franchisee, etc.
- Management of Dundee City Box Office
- Music Development

Leisure & Culture Dundee

Trustees' report (continued)

The Trustees and employees of Leisure & Culture Dundee are expected to abide by Leisure & Culture Dundee's Organisational Values in delivering its purpose, as set out in section 4 of the constitution: www.leisureandculturedundee.com/home/about-us

The Trustees agreed a set of organisational values which highlight:

- **The Commitment to Service Quality and Excellence:**

Leisure & Culture Dundee is committed to attaining and maintaining the highest possible standards of service quality and excellence across all of our services and to working with a continuous focus on service improvement. This includes the way we will work and the quality of the outputs and outcomes we aim to achieve. We will not be complacent; we will review progress, challenge assumptions and push boundaries so that we continuously improve.

We are committed to the principles of delivering excellent public service.

We will show respect to those we work with and expect them to show respect to our staff.

We continuously seek to improve the quality of the learning and cultural experiences offered by the organisation, and will work to include those who find it more difficult to participate, for whatever reason.

We value diversity and retain a commitment to empowering people to become more involved in the services we provide and the decisions which affect their lives.

These principles will underpin all of our actions.

- **The Commitment to our staff being Empowered and Accountable:**

We will ensure that our managers work in a way which facilitates people taking pride in their work. This will include systems and processes to support and manage performance, so that staff are both empowered to work effectively for Leisure & Culture Dundee, and are able to take individual responsibility for meeting the needs of our customers.

Management will also review and address issues which may undermine staff or reduce the effectiveness of the organisation. We will encourage and support employee and trade union engagement in the development of the organisation.

Everyone will be accountable - this means we will recognise success as well as mistakes, and learn from these.

We know that it is the attitude, outlook and ethos of our staff that will deliver great results.

Leisure & Culture Dundee

Trustees' report (continued)

Organisational Values

- **The Commitment to actively share Knowledge and Skills:**

We will value staff and Board members who harness knowledge from diverse sources and who seek to share that knowledge across the organisation.

We will work in an environment that supports and thrives on co-operation, inter-agency working and mutual support. Our working practices will make time and space for staff to share knowledge and skills.

- **The Commitment to ensuring Equality and promoting Diversity:**

We are committed to promoting equality of opportunity which recognises and respects the diversity of those who use our services and those who work for us.

Our Equality and Diversity Policies and Practices mirror those of Dundee City Council, and seek to promote equal treatment and opportunity for all, regardless of gender, sexuality, marital status, race, colour, disability, religion, age, ethnicity or nationality.

- **The Commitment to practice Corporate and Social Responsibility:**

We will seek to ensure that our present actions do not have a negative future impact on our community. This includes considering the environmental and ethical implications and opportunities of our decisions and actions.

Achievements and performance

Review of activities and performance

A wide range of measures are used to assess the performance of the SCIO. These are reported to the Board on a regular basis. The main measures are related to customer visits and these are incorporated within the Managing Director's Report.

Financial review

Review of the year

The results for the year are shown in the attached Statement of Financial Activities and Balance Sheet for the year to 31 March 2014. Before taking account of FRS17 pension adjustments, the deficit on unrestricted funds for the year 31 March 2014 was £13,108. The overall fund balances are then impacted by the actuarial loss arising on the pension scheme during the year of £5,563,518.

Plans for future periods

These are summarised in the "Looking Forward" section of the Managing Director's report.

Leisure & Culture Dundee

Trustees' report (continued)

Auditors

So far as each director is aware, there is no relevant audit information of which the auditors are unaware. Each trustee has taken all the steps that they ought to have taken as a trustee to make themselves aware of any relevant audit information and to establish that the auditors are aware of it.

By order of the board

R Duncan

Chair, Leisure & Culture Dundee

..... 2014

Leisure & Culture Dundee

Statement of trustees' responsibilities

The Trustees are responsible for preparing the Report of the Trustees and the accounts in accordance with applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

The law applicable to SCIO's in Scotland requires the Trustees to prepare accounts for each financial year which give a true and fair view of the state of affairs of the SCIO and of the incoming resources and application of resources of the SCIO for that period. In preparing these accounts, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP;
- make judgements and estimates that are reasonable and prudent;
- state whether applicable accounting standards have been followed, subject to any material departures disclosed and explained in the accounts; and
- prepare the accounts on the going concern basis unless it is inappropriate to presume that the SCIO will continue in operation.

The Trustees are responsible for keeping proper accounting records that disclose with reasonable accuracy at any time the financial position of the SCIO and which enable them to ensure that the accounts comply with the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and the provisions of the Constitution. They are also responsible for safeguarding the assets of the SCIO and hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

Leisure & Culture Dundee

Independent Auditor's Report to the Trustees of Leisure & Culture Dundee

We have audited the accounts of Leisure & Culture Dundee for the year ended 31 March 2014, which comprise the statement of financial activities, the balance sheet, the cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

This report is made solely to the SCIO's trustees, as a body, in accordance with Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 10 of the Charities Accounts (Scotland) Regulations 2006 (as amended). Our audit work has been undertaken so that we might state to the charity's trustees those matters we are required to state to them in an auditor's report and for no other purpose. To the full extent permitted by law, we do not accept or assume responsibility to anyone other than the charity and the charity's trustees as a body, for our audit work, for this report, or for the opinions we have formed.

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities set out on page 15, the trustees are responsible for the preparation of the accounts and for being satisfied that they give a true and fair view.

We have been appointed as auditor under Section 44(1)(c) of the Charities and Trustee Investment (Scotland) Act 2005 and report in accordance with regulations made under that Act. Our responsibility is to audit and express an opinion on the accounts in accordance with applicable law and International Standards on Auditing (UK and Ireland). Those standards require us to comply with the Auditing Practices Board's (APB's) Ethical Standards for Auditors.

Scope of the audit of the accounts

An audit involves obtaining evidence about the amounts and disclosures in the accounts sufficient to give reasonable assurance that the accounts are free from material misstatement, whether caused by fraud or error. This includes an assessment of: whether the accounting policies are appropriate to the charity's circumstances and have been consistently applied and adequately disclosed; the reasonableness of significant accounting estimates made by the Trustees; and the overall presentation of the accounts. In addition, we read all the financial and non-financial information in the Trustees' Report to identify material inconsistencies with the audited accounts and to identify any information that is apparently materially incorrect based on, or materially inconsistent with, the knowledge acquired by us in the course of performing the audit. If we become aware of any apparent material misstatements or inconsistencies we consider the implications for our report.

Opinion on accounts

In our opinion the accounts:

- give a true and fair view of the state of the SCIO's affairs as at 31 March 2014 and of its incoming resources and application of resources, for the year ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the accounts; or
- proper accounting records have not been kept; or
- the accounts are not in agreement with the accounting records and returns; or
- we have not received all the information and explanations we require for our audit.

Henderson Loggie

Dundee

(Eligible to act as an auditor in terms of Section 1212 of the Companies Act 2006)

..... 2014

Leisure & Culture Dundee

Statement of financial activities for the year ended 31 March 2014

	Note	Unrestricted funds £	Restricted funds £	2014 Total £	2013 Total £
Incoming resources					
Incoming resources from generated funds:					
Investment income		11,832	-	11,832	8,638
		<u>11,832</u>	<u>-</u>	<u>11,832</u>	<u>8,638</u>
Incoming resources from charitable activities					
Provision of leisure and culture facilities	2	5,054,938	901,450	5,956,388	5,300,650
Service fee from Dundee City Council		7,027,000	-	7,027,000	7,352,653
		<u>12,081,938</u>	<u>901,450</u>	<u>12,983,388</u>	<u>12,653,303</u>
Total incoming resources		<u>12,093,770</u>	<u>901,450</u>	<u>12,995,220</u>	<u>12,661,941</u>
Resources Expended					
Charitable activities					
Provision of leisure and culture facilities	3	12,791,889	626,191	13,418,080	12,532,408
Governance	4	9,845	-	9,845	10,855
		<u>12,801,734</u>	<u>626,191</u>	<u>13,427,925</u>	<u>12,543,263</u>
Total resources expended		<u>12,801,734</u>	<u>626,191</u>	<u>13,427,925</u>	<u>12,543,263</u>
Net movement in funds and net income/(loss) for the year		(707,964)	275,259	(432,705)	118,678
Actuarial (loss)/gain on Tayside Superannuation Fund	10	(5,563,518)	-	(5,563,518)	3,107,375
		<u>(6,271,482)</u>	<u>275,259</u>	<u>(5,996,223)</u>	<u>3,226,053</u>
Net movement in funds (after actuarial (loss)/gain on pension scheme)		<u>(6,271,482)</u>	<u>275,259</u>	<u>(5,996,223)</u>	<u>3,226,053</u>
Fund balances at 31 March 2013		(5,047,587)	103,548	(4,944,039)	(8,170,092)
		<u>(11,319,069)</u>	<u>378,807</u>	<u>(10,940,262)</u>	<u>(4,944,039)</u>
Fund balances at 31 March 2014		<u>(11,319,069)</u>	<u>378,807</u>	<u>(10,940,262)</u>	<u>(4,944,039)</u>
All gains and losses recognised in the year are included above.					

Leisure & Culture Dundee

Balance Sheet at 31 March 2014

	Note	£	2014 £	£	2013 £
Current Assets					
Stocks	6	40,653		54,659	
Debtors	7	638,429		496,274	
Cash in hand		2,300,514		1,904,837	
			<u>2,979,596</u>	<u>2,455,770</u>	
Current Liabilities					
Creditors: amounts falling due in one year	8	(1,184,402)		(922,727)	
			<u>1,795,194</u>		<u>1,533,043</u>
Net current assets			<u>1,795,194</u>		<u>1,533,043</u>
Pension deficit	10		(12,735,456)		(6,477,082)
Net liabilities including pension deficit			<u>(10,940,262)</u>		<u>(4,944,039)</u>
Funds					
Unrestricted funds		1,416,387		1,429,495	
Less pension deficit	10	(12,735,456)		(6,477,082)	
			<u>(11,319,069)</u>	<u>(5,047,587)</u>	
Restricted funds	13		378,807		103,548
Total funds			<u>(10,940,262)</u>		<u>(4,944,039)</u>

The accounts were approved and authorised for issue by the Board on 2014 and signed on its behalf by:

R Duncan
Chair

Leisure & Culture Dundee

Cash flow statement for the year ended 31 March 2014

	Note	2014 £	2013 £
Net (outgoing)/incoming resources		(5,996,223)	3,226,053
Non operating cashflows eliminated			
- Pension non cash movement		6,258,374	(2,687,425)
		<u>262,151</u>	<u>538,628</u>
Decrease/(increase) in stock		14,006	(3,476)
Increase in debtors		(142,155)	(261,563)
Increase/(decrease) in creditors		261,675	(1,327,366)
		<u>395,677</u>	<u>(1,053,777)</u>
Net cash inflow/(outflow) from operating activities	15	=====	=====

1 Accounting policies

Basis of accounting

The accounts have been prepared under the historical cost basis of accounting and in accordance with applicable accounting standards.

The accounts have been prepared in accordance with the Statement of Recommended Practice - "Accounting and Reporting by Charities" (SORP 2005), comply with the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended).

Funds

Funds are classified as either restricted funds or unrestricted funds, defined as follows:

Restricted funds are funds subject to specific trusts, which may be declared by the donor or with their authority. Some are restricted income funds expendable at the discretion of the Board in furtherance of a particular activity, such as government grants for a specific centre, and funds raised for particular client groups or activities. Others are capital funds where the assets are required to be invested for long term use.

Unrestricted funds are expendable at the discretion of the Board in furtherance of the objectives of Leisure & Culture Dundee. If part of the unrestricted funds is earmarked at the discretion of the Board for a particular project it is designated as a separate fund. This designation has an administrative purpose only, and does not legally restrict the Board's discretion to apply the fund.

Incoming resources

All incoming resources are included in the Statement of Financial Activities (SOFA) in the year in which they are receivable.

Resources expended

All expenditure is included on an accruals basis and is recognised when there is a legal obligation to pay for expenditure. All costs have been directly attributed to one of the functional categories of resources expended.

Pensions

The Authority participates in the Tayside Superannuation Fund by virtue of its status as an "admitted body". This is a defined benefit scheme, and the assets are invested in external funds.

The costs of providing pensions are charged to the profit and loss account on a consistent basis over the working life-time of the members. These costs are determined by a qualified actuary and any variations from the regular costs are spread over the remaining working life-time of the current members.

Leisure & Culture Dundee

Notes to the accounts (continued)

1 Accounting policies (continued)

Leases

Operating lease rentals are charged to the income and expenditure account on a straight line basis over the period of the lease.

Stocks

Stocks of materials and consumables are stated at the lower of cost and net realisable value in the ordinary course of operating.

2 Incoming resources

	Unrestricted funds £	Restricted funds £	2014 Total £	2013 Total £
Admissions etc	2,470,446	6,222	2,476,668	2,159,772
Membership	1,334,483	-	1,334,483	1,257,452
Library income	196,611	-	196,611	203,055
Hire of facilities	156,872	-	156,872	100,879
Resaleable goods	245,476	1,569	247,045	242,020
Funding	60,665	893,659	954,324	610,859
Other income	590,385	-	590,385	726,613
	<u>5,054,938</u>	<u>901,450</u>	<u>5,956,388</u>	<u>5,300,650</u>
	=====	=====	=====	=====

3 Costs of providing service

Employee costs	8,692,953	429,980	9,122,933	8,948,329
Pension costs	1,477,162	33,081	1,510,243	1,199,451
Property costs	100,465	-	100,465	132,195
Supplies and services	2,064,319	138,364	2,202,683	2,050,898
Transport costs	175,878	19,411	195,289	115,649
Cultural & museum acquisitions	-	5,355	5,355	42,760
Pension finance costs	280,212	-	280,212	43,099
Rent	900	-	900	27
	<u>12,791,889</u>	<u>626,191</u>	<u>13,418,080</u>	<u>12,532,408</u>
	=====	=====	=====	=====

Leisure & Culture Dundee

Notes to the accounts (continued)

4 Governance

	2014 £	2013 £
Audit Fees	7,195	9,755
Directors and Officers Indemnity	2,650	1,100
	<u>9,845</u>	<u>10,855</u>
	=====	=====

5 Staff numbers and costs

	2014 £	2013 £
Wages and salaries	8,622,456	8,005,212
Social security costs	500,477	485,751
Pension costs	1,510,243	1,199,451
	<u>10,633,176</u>	<u>9,690,414</u>
	=====	=====

No member of the Board received remuneration or any expenses other than Directors indemnity insurance.

The average monthly full-time equivalent number of employees of the company during the year was 549 (2013 - 530).

No employee received remuneration of over £60,000 per annum during the year.

Leisure & Culture Dundee

Notes to the accounts (continued)

6	Stocks	2014	2013
		£	£
	Stocks	40,653	54,659
		=====	=====
7	Debtors		
	Trade debtors	228,517	181,285
	Prepayments and accrued income	409,912	307,096
	Other debtors	-	7,893
		-----	-----
		638,429	496,274
		=====	=====
8	Creditors		
	Amounts falling due within one year:		
	Trade creditors	207,291	262,488
	Dundee City Council	560,983	169,011
	Accruals	224,462	207,986
	Deferred income	191,019	283,242
	Other creditors	647	-
		-----	-----
		1,184,402	922,727
		=====	=====

Deferred income consists of amounts received during the year relating to events to be held after the year end.

	Deferred income	£
	At 1 April 2013	283,242
	Released in year	(283,242)
	Received in year	191,019

	At 31 March 2014	191,019
		=====

Leisure & Culture Dundee

Notes to the accounts (continued)

9 Commitments

	Land & Buildings		Other	
	2014	2013	2014	2013
	£	£	£	£
Actual commitments under non-cancellable operating leases as follows:				
Operating leases which expire:				
Due within one year	-	-	52,163	34,462
Due in two to five years	-	-	253,207	268,192
Due in more than five years	28	28	33,936	71,114
	<u>28</u>	<u>28</u>	<u>339,306</u>	<u>373,768</u>
	===	===	=====	=====

The land and buildings commitment is the rent payable to the Dundee City Council for the use of the premises for the provision of recreation and leisure facilities on behalf of the Council for the period to 2036.

10 Retirement benefit scheme deficit

	2014	2013
	£	£
Change in benefit obligation		
Benefit obligation at 1 April 2013	34,051,112	31,585,772
Current service cost	1,510,243	1,504,619
Past service cost, including curtailments	173,510	66,593
Interest cost	1,606,860	1,456,139
Actuarial loss/(gain)	6,341,855	(638,968)
Contributions - employee	399,395	388,194
Benefits paid	(345,767)	(307,467)
Unfunded payments	(17,452)	(3,770)
	<u>43,719,756</u>	<u>34,051,112</u>
	=====	=====

Leisure & Culture Dundee

Notes to the accounts (continued)

10 Retirement benefit scheme deficit (continued)

	2014	2013
	£	£
Change in scheme assets		
Fair value of scheme assets at 1 April 2013	27,574,030	22,421,265
Interest on assets	1,326,648	1,060,290
Return on assets less interest	778,337	2,833,207
Contributions - employee	399,395	388,194
Benefits paid	(363,219)	(311,237)
Contributions - employer	1,284,011	1,194,361
Administration expenses	(14,902)	(12,050)
	<hr/>	<hr/>
Fair value of scheme assets at end of year	30,984,300	27,574,030
	<hr/>	<hr/>
Retirement benefit deficit	(12,735,456)	(6,477,082)
	=====	=====
History		
Benefit obligation at end of year	43,719,756	34,051,112
Fair value of scheme assets at end of year	30,984,300	27,574,030
	<hr/>	<hr/>
Deficit	(12,735,456)	(6,477,082)
	=====	=====

Leisure & Culture Dundee

Notes to the accounts (continued)

10 Retirement benefit scheme deficit (continued)

Retirement benefits – FRS17

The principal assumptions used by the independent qualified actuary in updating the most recent valuation to 31 March 2014 for FRS17 purposes were:

	2014	2013
	%	%
Discount rate	4.6	4.7
Retail price inflation	3.7	3.4
Rate of increase of salaries	5.1	4.8
Rate of increase of pensions in payment	2.9	2.6
	=====	=====

	2014	2013
	Years	Years
Life expectancy from age 65		
Retiring today:		
Males	21	21
Females	23	23
Retiring in 20 years:		
Males	23	22
Females	26	25
	=====	=====

	2014	2013
	%	%
The assets of the scheme were:		
Asset category		
Equities	71	71
Gilts	5	7
Other bonds	13	11
Property	9	9
Cash	2	2
	-----	-----
	100	100
	=====	=====

	2014	2013
	£	£
Amounts included in the fair value of assets for:		
Equities	21,998,853	19,577,561
Gilts	1,549,215	1,930,182
Other bonds	4,027,959	3,033,143
Property	2,788,587	2,481,663
Cash	619,686	551,481
	-----	-----
Total market value of assets	30,984,300	27,574,030
	=====	=====

Leisure & Culture Dundee

Notes to the accounts (continued)

11 Related Party

Leisure & Culture Dundee was contracted to provide recreation and leisure services by Dundee City Council. In the year to 31 March 2014 Leisure & Culture Dundee received from Dundee City Council £7,319,776 (2013 - £7,827,748) for services provided and paid them £293,439 (2013 - £395,506) for goods and services received including a peppercorn rent for the use of the facilities occupied by the SCIO. At 31 March 2014 Dundee City Council owed Leisure & Culture Dundee £400,594 (2013 - £140,014) and the charity owed Dundee City Council £573,789 (2013 - £169,011) in relation to normal trading activities.

During the year Leisure & Culture Dundee received from Quest (Scotland) Limited a company in which L Mason is a director £536 (2013 - £Nil) for services provided. At 31 March 2014 Quest (Scotland) Limited owed Leisure & Culture Dundee £237 (2013 - £Nil).

12 Control

The Members of Leisure & Culture Dundee are Dundee City Council and D.C.C. Nominees Ltd.

The trustees are appointed by the Members and 6 of the 13 trustees of Leisure & Culture Dundee are appointed from the Council (46%) while the other 7 trustees are required to be independent of the Council.

13 Funds

	Unrestricted £	Unrestricted Pension Deficit £	Restricted £	Total £
Balance at 1 April 2013	1,429,495	(6,477,082)	103,548	(4,944,039)
Net incoming resources before transfers	(13,108)	(6,258,374)	275,259	(5,996,223)
Balance at 31 March 2014	1,416,387	(12,735,456)	378,807	(10,940,262)
Represented by:				
Stocks	40,653	-	-	40,653
Debtors	638,429	-	-	638,429
Cash	1,921,707	-	378,807	2,300,514
Creditors	(1,184,402)	-	-	(1,184,402)
Pension deficit	-	(12,735,456)	-	(12,735,456)
	1,416,387	(12,735,456)	378,807	(10,940,262)

Leisure & Culture Dundee

Notes to the accounts (continued)

14 Restricted funds

Fund	Purpose	Balance at 1 April 2013 £	Income in Year £	Expenditure in year £	Balance at 31 March 2014 £
Cultural services					
Transport Collection Officer	Transportation	7,069	-	-	7,069
Acquisition Fund	Display items	86,427	137,065	8,160	215,332
Dundee Dance Day		-	9,800	8,038	1,762
Ancestors in the Artic	Display photos	-	14,728	14,728	-
Scotland Creates		-	14,000	13,532	468
National Events: Nick Evans	Display art works	-	19,500	-	19,500
Medieval Carved Stones	Display items	-	19,890	17,739	2,151
Sharing our Collections	Display items	-	8,750	2,130	6,620
Library and information					
Hard to Reach		12	-	-	12
Project Opportunities		3,740	29,987	30,461	3,266
Library mobile app		4,500	-	4,500	-
Dundee in the Great War	Authors can write a children's book on war experiences in Dundee	-	19,800	1,715	18,085
Universal Credit Pilot		-	11,500	-	11,500
Tesco Bank Reading	Purchase books	-	350	350	-
Carried forward		101,748	285,370	101,353	285,765

Leisure & Culture Dundee

Notes to the accounts (continued)

14 Restricted funds (continued)

Fund	Purpose	Balance at 1 April 2013 £	Income in Year £	Expenditure in year £	Balance at 31 March 2014 £
Brought forward		101,748	285,370	101,353	285,765
Leisure and sport					
Hockey	Activities	1,800	16,134	10,081	7,853
Active Futures Family Splash	Funded swimming admission	-	6,222	6,222	-
Active for Life - NHS		-	12,000	12,000	-
Community Sport Hub Officer	Community engagement	-	77,080	77,080	-
Olympia		-	695	695	-
Active Families	Healthy lifestyles	-	119,172	119,172	-
Youth Sports Team		-	165,639	165,639	-
Eat Well Play Well	Healthy lifestyles	-	90,521	21,806	68,715
Dance	Activities	-	7,000	7,000	-
Gymnastics	Activities	-	10,850	10,850	-
Rugby	Activities	-	33,767	25,014	8,753
Football	Football development	-	77,000	69,279	7,721
		<u>103,548</u>	<u>901,450</u>	<u>626,191</u>	<u>378,807</u>
		=====	=====	=====	=====

Leisure & Culture Dundee

Notes to the accounts (continued)

15	Reconciliation of net incoming resources to net cash inflow	2014
		£
	Net outgoing resources	(5,996,223)
	Decrease in stock	14,006
	Increase in debtors	(142,155)
	Increase in creditors	6,520,049
		<hr/>
	Net cash outflow from operating activities	395,677
		=====
17	Analysis of funds	
	Cash in hand and at bank 1 April 2013	1,904,837
	Cash in hand and at bank 31 March 2014	2,300,514
		<hr/>
	Change in funds	395,677
		=====