

Leisure & Culture Dundee

**Annual Report and financial statements
for the year to 31 March 2025**

Charity number SC042421

Leisure & Culture Dundee

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Leisure & Culture Dundee

Scottish charitable incorporated organisation Information

Trustees	S Moody (Chair) J Dobbie (Managing Director) W Dawson N Mohammed BEM C McLeod K Bryce S Grimmond D Dorward E Donaldson Resigned 27 November 2024 R Emmott Resigned 28 March 2025 L Short Resigned 28 October 2024 K Lynn Appointed 28 October 2024 K Keenan Appointed 18 November 2024 P Thomson Appointed 12 May 2025 C Schofield Appointed 28 May 2025 K Zduniak Appointed 28 May 2025
Senior management team	J Dobbie (Managing Director) A Day (Head of Library & and Cultural Services) P Henehan (Head of Corporate Services) S Urquhart (Head of Leisure, Sport and Physical Activity)
Registered office	Level 3 Central Library The Wellgate Dundee DD1 1DB
Website	www.leisureandculturedundee.com
E-mail address	www.leisureandculturedundee.com/contactus
Telephone	01382 307460
Auditor	Henderson Loggie LLP The Stamp Office Level 5 10 – 14 Waterloo Place Edinburgh EH1 3EG
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

Chair's report

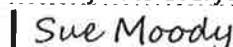
Leisure & Culture Dundee has had a year of transformation, renewed purpose, and increased community connection. Across all areas of our work, from the reimagining of Active Dundee to the integration of Libraries with Cultural Services, we have embraced innovation, inclusivity and resilience.

This year, we saw record-breaking participation with 2.9 million visits across our services, the successful launch of new programmes, and the strengthening of partnerships that place wellbeing, creativity, and learning at the heart of our city. The rebranding to Active Dundee was a landmark moment, signalling a refreshed commitment to accessible, high-quality services that meet the evolving needs of our communities. Meanwhile, the unification of Library and Cultural Services has created new opportunities for collaboration and impact, with initiatives that support digital inclusion, cultural enrichment, and lifelong learning.

We know that these are challenging times for many of our service users and we have sought to acknowledge this in our offers and pricing structures. We value the role we play in improving the health, wellbeing and quality of life for Dundee citizens and for those who access our services from out with the city.

None of this would have been possible without the dedication of our staff, volunteers, and partners alongside the support of our customers. Their passion and professionalism continue to drive our mission forward. As we reflect on the achievements of the past year, we also look ahead with confidence; committed to delivering services that are sustainable, inclusive, and rooted in the communities we serve.

Thank you to everyone who has contributed to this year's success.

Sue Moody

Sue Moody - 2025-11-20, 11:00:21 UTC

Sue Moody

Chair, Leisure & Culture Dundee

Leisure & Culture Dundee

Managing director's report 2024/24

Context

Throughout the year Leisure & Culture Dundee (LACD) has focused on actions which meet our vision:

- *Everyone in Dundee and visitors to the city will have access to excellent sports and cultural experiences and our mission:*
- *We will work towards a sustainable future for LACD.*

In addition, our actions reflect the vision of the Dundee Partnership City Plan for Dundee 2022-2032:

- *Dundee will be a caring city which has tackled the root causes of poverty and delivered fairness in incomes, education and health.*
- *Dundee will have a strong, creative, smart and sustainable city economy with jobs and opportunities for all.*
- *Dundee will be a greener city, made up of strong communities where people feel empowered, safe and proud to live.*

Active Dundee

Introduction

The 2024–2025 year marked a pivotal chapter in Active Dundee's evolution, defined by bold transformation, inclusive growth, and deepened community impact. The successful rebranding from Leisure & Sport Dundee to Active Dundee was more than a name change; it signified a renewed commitment to accessibility, innovation, and wellbeing for all.

1,945,067 visits recorded across all facilities—an increase of over 318,000 from the previous year. With this record-breaking participation across facilities, the launch of pioneering programmes like AI-assisted rehabilitation and youth leadership initiatives, and the expansion of inclusive community hubs all underscore the organisation's growing relevance and reach. Financially, introducing a new membership model delivered unprecedented results, proving that strategic investment in value and inclusivity can drive engagement and sustainability.

While the closure of Caird Park Golf Course was a difficult but necessary decision, the organisation remains focused on optimising resources and enhancing the quality of its remaining services. The dedication of staff across all venues and programmes has been instrumental in achieving this year's successes.

Strategic Transformation: Rebranding to Active Dundee

In December 2024, the organisation underwent a comprehensive rebranding initiative of our leisure and sports services, emerging as Active Dundee. This transformation was more than cosmetic; it represented a renewed commitment to inclusivity, accessibility, and community engagement.

The rebranding included a redesigned website and mobile app, new brand guidelines, and a fresh visual identity supported by photography, video, and storytelling campaigns such as 'Your Place.' These efforts have been met with overwhelmingly positive feedback, enhancing user experience and strengthening the organisation's connection with the community.

A Year in Numbers: April 2024 - March 2025

Between April 2024 and March 2025, the overall performance across various facilities significantly increased compared to the same period from April 2023 to March 2024. The total for 2024-25 was 1,945,067, whereas for 2023-24, it was 1,626,906, representing an overall growth of 19.5%.

For pools only, Olympia saw a dramatic rise from 55,000 to 313,518, indicating a substantial increase in usage and engagement which was as a result of its full reopening from May 2024. Other pools like Lochee and St. Paul's experienced slight declines, but the total for pools showed a 97% increase from 234,396 to 460,853. This growth highlights pool facilities' increased popularity and utilisation over the year.

Regarding indoor sport and leisure facilities (excluding pools), Olympia's indoor facilities increased from 17,232 to 81,702. Other facilities like Lochee and St. Paul's also saw growth, contributing to the total increase from 141,833 to 216,320.

Leisure & Culture Dundee

Managing director's report 2024/24 (continued)

A Year in Numbers: April 2024 - March 2025 (continued)

Other indoor sport and leisure facilities and services also saw notable increases. DISC and the Ice Arena significantly rose, increasing by 52.5% from 945,852 to 991,207. This indicates a broader engagement with a variety of indoor activities and services.

Outdoor facilities and services experienced a slight decrease overall, from 304,825 to 276,687. Despite some fluctuations, the overall performance of outdoor facilities showed a minor decline, which could be attributed to several factors including weather conditions.

Overall, the period from April 2024 to March 2025 demonstrated significant growth in most areas compared to the previous year, reflecting a positive trend in utilising facilities and services.

Programme Innovation and Community Impact

The Physical Activity Team was central in expanding the organisation's reach through innovative and inclusive programming. Highlights include expanding the Learn to Swim initiative, launching the Youth Ambassador Programme which brings together young people aged 14-17 to work with Active Dundee, promote physical wellbeing increase awareness of activities and prepare themselves and peers to make a difference in their communities, and introducing AI-assisted rehabilitation classes like Good Boost, which is a low impact water based programme aimed at those living with a musculoskeletal condition.

The team also delivered over 3,200 junior holiday programme attendances, generated more than £54,000 in income, and received glowing feedback from parents and participants.

The Physical Activity Team also introduced racquet sports for early years, futsal sessions, and themed holiday events such as Active Tots Easter and Halloween parties. The Learn to Swim programme expanded with a 95% increase in swim teacher recruitment, and the Disability Sport Swim Gala returned to Olympia, reinforcing the team's commitment to inclusive sport.

The Ancrum Outdoor Centre reported an 11% increase in participation, welcoming over 40,000 individuals. This growth was driven by the success of the active travel project, which delivered cycling and walking initiatives across all 33 primary schools in Dundee. The centre also expanded its outdoor education offerings and maintained a zero-incident safety record during peak season, underscoring its commitment to excellence in risk management.

Inclusive Engagement Through Active Schools and Community Hubs

Active Schools and Community Sports Hubs delivered various inclusive programmes to engage underrepresented and disadvantaged groups. Key initiatives included the Dundee International Sports Centre (DISC) Family Project, which supported 47 families with weekly physical activity sessions and healthy food provision, and the Watersports Inclusion Programme, which introduced pupils from Craigie High School to rowing, sailing, and open water swimming.

A new Community Sport Hub was launched in Lochee, addressing local deprivation through free camps and youth programmes. Partnerships with organisations like Amina - The Muslim Women's Resource Centre, enabled a 12-week basketball programme for BME girls, fostering confidence and participation in a safe environment.

The Learn to Ride Cycling Project reached 430 pupils, while tailored holiday programmes supported care-experienced young people. The Path to Paris Summer Holiday Project established a referral process with DCC's Children's Services to provide targeted access to LACD summer provision and the LEAD 2025 leadership programme, an intensive sports leadership, coaching and officiating course open to pupils S4-S6 attending a Dundee school, further exemplified the team's dedication to youth development and community empowerment.

These efforts significantly enhanced community inclusion, physical activity, and youth development across Dundee.

Venue Highlights and Milestones

Olympia hosted 48 programmed aquatic events in 2024, including the return of artistic swimming and diving. The centre also partnered with NHS Tayside and Chest, Heart & Stroke Scotland to deliver health programmes targeting weight management and neurological conditions. Lochee Leisure Centre exceeded its attendance target by 104%, and both centres accounted for over 53% of total membership visits.

Dundee Ice Arena attendance rose to 200,776. Installing a new, energy-efficient refrigeration plant improved ice quality and sustainability. The arena hosted national competitions and celebrated the success of local teams like the Dundee Rockets, who won the Scottish National League (SNL) ice hockey league title and the Scottish Cup.

Camperdown Wildlife Centre demonstrated resilience and dedication by addressing the conditions of a critical Zoo Inspection within three months. Despite a slight dip in visitor numbers, the centre maintained strong community support and is now focused on enhancing its facilities and visitor experience.

The City Sports Team reported a 7.4% increase in attendance, with an additional 26,289 visits. The team hosted 126 events across various sports and partnered with organisations such as Chest, Heart & Stroke Scotland and Yusuf Youth Initiative, a community based organisation which creates and supports projects. Douglas Sports Centre was a finalist for the UK Active Award 2024, and DISC generated £500,000 in income for the first time. These achievements reflect the team's commitment to excellence and community health.

The Regional Performance Centre (RPC) Dundee recorded its busiest year with 443,372 attendances. The centre supported elite athletes like Laura Muir and Eilish McColgan, hosted international events, and became the national base for rhythmic gymnastics. It also served as a venue for community and corporate events, reinforcing its role as a premier destination for sport and engagement.

McTaggart Gymnastics Centre also had a record year, with 75,096 attendances—the highest since the pandemic. All birthday party slots were fully booked, and the centre hosted national training sessions, supporting both grassroots and elite gymnastics development.

Caird Park Golf Course

The decision to close Caird Park Golf Course was made by Dundee City Council in 2024 as part of cost-saving measures to reduce the financial pressures on Leisure and Culture Dundee. The course closed on 30th April 2025.

We formally acknowledge and sincerely thank the Caird Park Golf Course staff. Over the years, their hard work, commitment, and passion have been instrumental in maintaining the facility's high standards and fostering a welcoming environment for all users. Their efforts have supported the day-to-day operations and contributed significantly to the sense of community that defined Caird Park.

Training and Workforce Development

The Training Team achieved a major milestone by delivering its 1,000th First Aid course in partnership with Quallsafe Awards. Training income rose by over £20,000 year-on-year, and participation in First Aid courses increased significantly.

Beyond First Aid, the Training Team supported the delivery of National Pool Lifeguard Qualifications and collaborated with Active Dundee instructors to maintain high safety standards. The team's involvement in the Circuit defibrillator network further underscores its role in community health resilience.

Leisure & Culture Dundee

Managing director's report 2024/24 (continued)

Membership Growth and Financial Performance

Implementing a new membership scheme in January 2025 marked a pivotal moment for Active Dundee, delivering record-breaking participation and financial performance results. This strategic overhaul followed extensive research, development, and mobilisation, aligning with the broader rebranding initiative to modernise and enhance service delivery.

Membership yield increased by an impressive 12%, culminating in the highest net membership figures. By March 2025, total membership reached 7,154, while direct debit income soared to a record £157,205, reflecting growing member confidence and sustained engagement. Notably, the number of new joiners in Q4 was the highest ever recorded, indicating strong momentum following the scheme's launch.

Despite a price increase, Unlimited Adult membership remained the most popular category, accounting for 30% of all new joiners. This high-yielding category's continued success demonstrates the perceived value and appeal of the services offered. Meanwhile, the Young Persons category achieved the second-highest join rate post-restructure, driven by competitive pricing and enhanced access to gym facilities, key factors for this demographic.

The Junior membership category also saw significant expansion, particularly due to enhancements to the Junior Unlimited membership. These changes broadened access to a broader range of activities, including gymnastics and athletics, and were complemented by introducing lower-cost Junior and Tot (free) Bolt-On options. Families received these offerings well, contributing to increased accessibility and sustained growth.

Overall, the success of the new membership model reflects a well-executed strategy that balanced financial sustainability with inclusivity and value—the results position Active Dundee for continued growth and deeper community engagement in the year ahead.

Library and Cultural Services

Introduction

April 2024– March 2025 marked a period of transformation for Library and Cultural Services, with the bringing together of the two services. With a focus on community engagement, digital inclusion, cultural enrichment and health and wellbeing, the service delivered a wide range of programmes across libraries, museums, and cultural venues. Key highlights include record-breaking visitor numbers at Mills Observatory, expanded outreach and volunteering, and innovative partnerships that brought learning, creativity, and wellbeing to the forefront of our service delivery.

This report reflects the extraordinary work carried out across our services and highlights the vital role played in supporting communities, helping to address inequalities, and enriching lives.

Our venues continue to be welcoming, inclusive spaces where people of all ages can learn, connect, and thrive. From early years literacy and digital inclusion to health and wellbeing initiatives, our services have adapted to meet the evolving needs of our city. The dedication of our staff and volunteers, the creativity of our programming, and the strength of our partnerships have all contributed to a vibrant and resilient service.

This report not only celebrates our achievements but also reaffirms our commitment to innovation, sustainability, and community engagement. As we look ahead, we remain focused on ensuring that our libraries continue to be at the heart of Dundee's cultural offer.

A Year in Numbers

The total number of visitors to libraries across the city for this period was 781,147, representing a 13% increase on the previous year. This increase was represented across twelve of the fourteen locations, with Central Library's figures up by 54,580 to 446,215 (April 2024 – March 2025). An impressive total of 11,211 events and activities were held in libraries across the city with 72,373 participants.

Across all cultural service venues, the total number of visitors was 170,869, representing a 1.8% increase on the previous year. This included a remarkable 121% increase at the Mills Observatory from 9892 visits in 2023/2024 to 14,703 in 2024/2025, following a targeted marketing campaign and

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Managing director's report 2024/24 (continued)

A Year in Numbers (continued)

associated activities. Broughty Castle Museum also showed an increase from 39,132 to 40,850, representing 4.4%. The McManus Art Gallery and Museum had 115,314 visitors, representing a slight decrease of 6% on the previous year. The Caird Hall had 99,986 visitors, a fall on the previous year of 12%.

Volunteer numbers showed an impressive 57% increase on the previous year, with 5163 volunteer hours worked across all service areas with 1269 in Cultural Services and 3894 in Library Services.

Libraries

A new Creative Central space in Central Library was launched in January 2025. The space delivers a calendar of creative activities, alongside provision of associated books and resources. Workshops and activities are delivered to enable participants to both develop creativity and support wellbeing. Classes and craft sessions are delivered by staff members as well as partners and include sewing, crochet, drawing, 3D printing and creative writing.

As part of Book Week Scotland in November 2024 the Library Service hosted a range of events with support from the Scottish Book Trust. 'Souper Stories' involved Leisure Reading staff reading extracts from their favourite books on the theme of 'Hope.' Attendees received soup and refreshments during the listen-along session.

A Transatlantic Zoom Book Club took place in Central Library with our sister library in Alexandria, Virginia. The session was a lively and interesting discussion around the Dorothy K Haynes, 'Thou Shalt Not Suffer a Witch' short story.

Local History hosted a manuscript illustration workshop with an exhibition and discussion on the manuscript works of William Gardiner, Dundonian botanist, poet and artist, 1809-1952. Participants were encouraged to take inspiration from the works to create their own pages illuminated with colourful illustration, akin to 'The Botanical Repository,' a series of manuscript magazines which included contributions from Gardiner.

Supported by the Scottish Government Public Library Improvement Fund, Dundee Local History Library launched the Dundee Maritime Past and Futures web resource in July. This explores the city's relationship with the River Tay through events looking at the history of whaling and how the whaling industry of the past can inform our current discussions around sustainability and climate change. The project includes a digitised copy of Alexander Smith's account of two 1861 voyages on S.S. Camperdown alongside other contextual information.

Central Library hosted the exhibition Remembering Dundee's Music Halls between 25 April and 31 May. The exhibition was curated from the Local History Centre's unique poster collections as part of a collaboration between Local History, the McManus and the School of Art History at the University of St Andrews. Creative Services produced panels and an exhibition poster. Alongside the exhibition, the library hosted events including a talk from Alison Young of the British Music Hall Society, a printing press workshop with Pathfoot Press, a walking tour of music hall sites and a performance of music hall songs by Michael Warne and Lynne Campbell. The performance event included a group from the charity Positive Steps. The project is ongoing with plans to digitise posters in the collection, seek funding to create a digital map of Dundee music halls and to host another exhibition at the McManus next year.

In October 2022, the At Home Service began providing a regular library service to residents within the Bella Centre, a Community Custody Unit for women and young people. As part of the latest review, the Centre agreed to host a library coffee morning on World Book Night for the library to gift the residents with a quick read book, sachet of hot chocolate and a biscuit and encourage them to get comfortable and read a book that evening. The event was well received with residents and available custody staff joining in with a chat about the wider services available through the library.

Children and Family Support

Libraries across the city have supported a wide range of activities and events which have positively contributed to supporting children and young people. These covered arts and crafts, books and reading, digital, environmental, health and wellbeing, and educational topics.

Code Clubs are running weekly in several libraries across the city, with new volunteers being recruited with help from St. Andrews Voluntary Service – a subcommittee of the Students Association. Through the clubs, a Library Lego League team in association with Morgan Academy were runners up in the regional finals in Spring 2025. The team had to find innovative solutions using robotics, coding, 3D printing and Lego.

In partnership with Dundee's Accessibility and Inclusion Service and an additional £1000 funding from Help for Kids, the School Library Service has created Attention Autism Boxes for schools in Dundee to borrow to support the Attention Autism programme. An additional £1000 was secured from Help for Kids to enhance the resources.

During the summer, the Library Service, in partnership with Macmillan Cancer Information and Support Service, provided information on sun safety at family events across the city and distributed just under 500 bottles of sunblock to families experiencing the impact of the cost-of-living crisis.

Volunteering

The yearly evaluation of volunteering and the volunteers' experience has recently taken place, with 100% of the volunteers who took part agreeing they would recommend volunteering in our libraries to others. They also provided feedback which demonstrated that volunteering has added to their sense of the community and belonging, along with gaining new skills and experience which will support them in other areas of their lives.

Databanks have been established in ten libraries across the City. Libraries have provided devices and data and one-to-one digital support to individuals on low income, in partnership with Project Scotland, Positive Steps, Dundee Survival Group and the Women's Hub, as well as our volunteers. Targeted promotion of this service has been conducted with organisations that support individuals who are currently not working or under employed. This service supports individuals in job seeking and online benefit claims.

In partnership with Project Scotland Inspire (Volunteering Matters) library volunteers facilitated eight weekly sessions with a focus to develop digital skills for 20 young people aged 18-25 at Arthursstone Library. The focus was to support them to develop digital skills to access essential services, support and opportunities for learning and employment. These sessions were developed in response to an identified need through discussion with ESOL and DCC Community Regeneration Team. Digital equipment and resources were sourced through the Covid Relief Fund to address digital exclusion and support young adult attainment, and Arabic speaking Library Volunteers (Digital Champions) supported the group. The group were also given devices and sim cards on completion of the course, to continue their studies.

The Friends of Broughty Ferry Library group has continued their programme of evening talks in the library to help raise funds, tackle isolation and raise awareness of the library within the local community. All the speakers are sourced through the Friends committee, or from members of the public who have heard them talk at other events. The annual Family Fun Day in the Library in August had 700 people in attendance, with funds raised put towards new furniture for the children's area. The Fun Day led into the launch of talks on the mansion houses of Broughty Ferry, which raised £300 to be invested back into the library and helped promote the autumn programme of events.

Leisure & Culture Dundee

Managing director's report 2024/24 (continued)

Health and Wellbeing

The Library Service has built on its core services which promote reuse through the lending of books and resources, extending to include musical instruments and seeds. Riding the wave of Make Music Tayside's workshops for children earlier in the year, instrument loans are now available to all Dundee Libraries members. Uptake has been high with positive feedback from customers, praising the initiative as a great way to try out a variety of instruments without cost. In conjunction with Maxwell Community Centre, Central Library now offers a seed library with a wide selection of seeds available for anyone to take home and grow flowers, food and herbs for free.

Volunteers and staff visited Bridge FM to record promotional content to be broadcast throughout the hospital and NHS Tayside premises. The recordings made included case studies highlighting the support already received by those accessing information and support at Macmillan Hubs within libraries. The broadcast has generated interest from NHS Tayside staff who have contacted the volunteer coordinator to enquire about information provision for patients. Bridge FM are also happy to provide further opportunities for promotion of library services through their radio station.

Cultural Services

Children and Family Support

The Learning and Engagement Team based at the McManus received funding of £75,000 over the next three years from the Northwood Charitable Trust. This backing will allow the team to develop a new learning & engagement project called McManus Connections which will focus on helping local children, families and young people. This project will deliver creative opportunities including outreach sessions, museum-based gallery tours, holiday programmes, large-scale co-delivered events and co-creation with groups of new learning resources and activities.

The funding will also allow the team to expand on support for positive mental health within educational settings, families, non-traditional family groups and welcome the many New Scots and Ukrainian families to the museum.

The fourth and final round of the Dundee Women's Trail Small Steps project has now been completed, with the Central Library and the McManus Creative Learning Team working in partnership with the Dundee Women's Trail. The 92 pupils involved were given the opportunity to explore the lives of women from the Dundee Women's Trail who have made significant contributions to society in Dundee and beyond. The work created through this project was displayed in the McManus, with the resulting 'Small Steps' leaflet distributed in schools across Dundee, local libraries and the McManus.

The new Culture Strategy for Dundee, which sets out the priorities for the culture sector in the city over the next ten years, has been finalised. Our Culture Strategy Officer has worked closely with the Dundee Partnership Cultural Development Group and associated stakeholders to develop the Strategy.

Health and Wellbeing

In partnership with Tayside Healthcare Arts Trust ST/ART Programme, the Learning and Engagement Team delivered an 8-week block of sessions for individuals living with a long-term health condition to use creative practice as a support mechanism. The sessions used the museum's temporary exhibition 'A Weather Eye' as inspiration. The sessions ended with a special sharing and celebration event in the studio with the work on display. Participant feedback was positive: 'I didn't know the power of drawing'; 'Being creative has calmed my mind and has helped me with my college studies'.

Across 2024, The McManus Learning and Engagement Team delivered an ambitious eight-week engagement project called 'McMarra's Dnudee' alongside THAT (Tayside Healthcare Arts Trust) and their participant groups within The McManus. The project was co-designed to provide person-centred learning experiences and creative participation for people marginalized by their long-term health conditions. The developing archive of Dundee singer-song writer Michael Marra was used to inspire participants to create artwork narrating their own stories. Artwork from each participant was used to create limited edition concertina books which then went on public display.

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Managing director's report 2024/24 (continued)

Health and Wellbeing (continued)

In partnership with Scrap Antics, the McManus has worked with groups involving the young asylum seekers who have arrived in the city. These men are from different countries and have experienced significant trauma when leaving home, on their journeys and on arrival. The McManus delivered three tours of museum and creative sessions for a total of thirty-five participants with many benefits including improved mental health and wellbeing, increased access to and understanding of cultural organisations in the city, longer term connections to the museum and an opportunity to express themselves and their identity.

The McManus: Art Gallery and Museum

The McManus was asked to loan significant items from the collection to major national exhibitions. An Irish Impressionist: Lavery on Location was held at the National Galleries of Scotland from July -October. We were specifically targeted by NGS as a lender to this exhibition, lending 'First Wounded London Hospital' to the show. It was visited by 33,346 individuals with 79,000 online digital views and supported by a wider engagement programme of talks and tours.

The Tate Britain, London, exhibition 'Now You See Us: Women Artists in Britain 1520-1920' ran from 16 May - 13 October 2024 and featured Katherine Read's Portrait of Willielma Campbell, Lady Glenorchy, loaned by the McManus. The Tate have thanked us for our support in helping them 'achieve our goal of putting women artists on the map and restoring them to their rightful place in history'.

Our own exhibition A Weather Eye: Art inspired by the weather from Dundee's fine art collection gained very positive press and a feature on Radio Scotland's Out of Doors. In addition to the engaging selection of artworks, many have been drawn in by the exhibition's use of Scots language as a way of engaging those not normally interested in visual art exhibitions. Work by more than thirty artists captured the ever-changing Scottish weather.

An early Bronze Age necklace and bracelet, painstakingly restored by experts at National Museums Scotland, went on display in the McManus in August. Pieces of the jewellery were found in 1870 in a burial suite at the former Balgay Estate, near Dundee.

The McManus Christmas Makers Market consisted of 15 stalls with local makers and had a programme of festive activities for families including storytelling and hands-on crafts. This event was very well attended by 900 visitors.

Museum Transformers anti-oppression training programme began in 2024, with 19 members of staff on a national training programme. Delivering Change: Museum Transformers is an anti-oppression programme that aims to empower the museum workforce to improve access to culture. The programme was developed by Museums Galleries Scotland and an Expert Advisory Group, supported by the National Lottery Heritage Fund and the Scottish Government. It will give the organisation the capacity, training, and support to sustainably action and embed these ideas into the museum.

Broughty Castle Museum

Following the decision by Dundee City Council for the Broughty Castle Museum to remain open for a further year, several plans have been put in place for the summer including music, markets and saunas. New signage is waiting for approval from HES which will signify that the museum is free to visit.

An audit of all museum collections displayed at the Castle has been undertaken by curatorial and technical staff and the Natural History Gallery has had new furniture installed to support self-directed child-friendly activities.

An endearing look at 1950s life was on show at the Castle Museum, presenting a nostalgic snapshot of life in Broughty Ferry during the late 1950s. 'Robin's Saturday' is on display courtesy of the National Library of Scotland and follows Robin, a young boy, as he explores Broughty Ferry's familiar streets and iconic landmarks by trike.

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Managing director's report 2024/24 (continued)

UNESCO City of Design

In October 2024, the UNESCO City of Design team delivered a hugely successful Dundee Design Festival with 10,702 attendances. 59% of visitors came from out with Dundee. The festival generated £521,000 of Economic Impact to Dundee. We partner on the UNESCO Designation with several city institutions including V&A Dundee, University of Dundee, and Abertay University.

The UNESCO Team has moved into Central Library, and the new space highlights design objects from Dundee or across the global UNESCO design network. It provides a visible, public facing presence for the team where designers and the public can access the team, raising awareness of the UNESCO designation.

Caird Hall

The Caird Hall hosted an eclectic mix of events including the STUC Congress, a Cat Show, the Lydian Singers Summer Concert and the Friends of the Caird Hall AGM. Hillcrest Housing staged their first staff conference at the Hall, which was a very successful event for all. The EIS AGM returned to the venue at the beginning of June and was again enjoyed by all attending. Dundee University Graduations and the High School presentation also took place.

Support of £10,000 was secured from UKSPF funds to engage a consultant to develop a business plan for the Caird Hall, which was completed in March 2025. We are working with a local designer to create a better café experience for the Marryat Hall. This will increase customer enjoyment of the venue and is being funded by UKSPF.

The partnership with Tayside Health Arts Trust and RSNO has continued, delivering workshops to promote health and wellbeing through the arts for people living with long-term conditions.

The Hall hosted the Scottish Youth Music Exchange, bringing together a mix of young bands and ensembles, youth music groups, teachers and musicians from around Scotland. Approximately 200 delegates and performers attended.

Numerous schools and young people's groups including Big Noise, Dundee Dance Fest, Schools Music Concerts, cheerleading and primary school Glee events, took place. Each of these give young people access to the Caird Hall to demonstrate their talents and have a moment of celebration with their friends and family, boosting confidence and positive life experiences.

Soundbase Spring Sessions in April 2024 saw 26 young people attend 3 days of music workshops at the Caird Hall. The workshops are open to young people aged 12-18 and Soundbase offers participants the opportunity to work with a team of professional musicians to learn new skills to improve songwriting, guitar playing, drumming, keyboard, band skills and performance.

As part of **Music Development's** World music programme Louise Dodds & Elchin Shirinov – vocal and piano duo performed at the Marryat Hall, Thursday 27th June 2024. Louise Dodds is a Scottish jazz vocalist and songwriter (Scottish Jazz Awards nominee 2022 and 2023) and Azerbaijani pianist, composer and arranger Elchin Shirinov (All About Jazz Top 200 living pianists/Avishai Cohen Trio). In 2023 the duo released the critically acclaimed album *Two Hours After Midnight*, a collection of traditional Scottish songs rearranged by Elchin with influences of jazz, classical and Azerbaijani folk.

The Friends of Caird Hall Organ have fundraised enough support to repair and restore the organ with work due to start in the summer this year. FOCHO donating £43,945.46 to LACD to cover costs of repair and restoration of the Organ in Caird Hall.

Leisure & Culture Dundee

Managing director's report 2024/24 (continued)

The Mills Observatory

Following the decision by Dundee City Council for the Mills to remain open, with external funding secured for a three-year period, there has been a focus on activities to raise the profile of the building through positive marketing and dynamic events, which has resulted in a significant increase in visitor numbers.

A manuscript donated by astronomer and TV presenter Sir Patrick Moore, who died in 2012, went on display at Mills Observatory. The manuscript for 'The Moon – With a Description of its Surface Formations' was donated in 1972 and written by Walter Goodacre. Goodacre's lunar observations were made using a 10-inch Cooke refracting telescope, operated from his own observatory in North Finchley. Funding has been secured from a number of sources to refresh the interior of Mills and new visuals are being created for the building.

The Year Ahead

Leisure & Culture Dundee is looking forward to the opportunities of 2025, identifying innovative ways to move ahead and support the challenges faced by the city. The successes of last year, marked by significant participation, pioneering programmes, and strengthened partnerships, have laid a strong foundation for the future.

In 2025–2026, we will continue to respond to financial pressures with a strategic focus on sustainability, inclusivity, and value. We will explore new income-generating initiatives whilst maintaining our commitment to affordability and access. Improving access to our services by specific groups will remain a priority, supported through external funding and partnership working.

Across all areas, our focus will be on transformational action—reimagining services, strengthening community connections, and ensuring that Leisure & Culture Dundee remains a vital, resilient, and forward-looking organisation. We are committed to delivering experiences that inspire, empower, and enrich the lives of everyone in Dundee and beyond.

Judy Dobbie

Managing Director, Leisure and Culture Dundee

Leisure & Culture Dundee

Trustees' Report

The trustees have pleasure in submitting their annual report and financial statements for the year ended 31 March 2025. The charity information set out on page 1 and the Managing Director's report on pages 3 to 12 respectively, form part of this report. The financial statements 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 five are appointed by Dundee City Council, three elected members and two officers, specifically the Executive Director of Corporate Services, Dundee City Council and Managing Director (LACD). There are eight independent trustees in accordance with the SCIO's constitution. There are currently two trustees vacancies, one independent and one elected member.

At the conclusion of each Annual General Meeting, required under the constitution, two out of the required eight 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.

The following appointments and resignations occurred during the year and to the date of this report:

E Donaldson	Resigned 27 November 2024	R Emmott	Resigned 28 March 2025
L Short	Resigned 28 October 2024	K Lynn	Appointed 28 October 2024
K Keenan	Appointed 18 November 2024	P Thomson	Appointed 12 May 2025
C Schofield	Appointed 28 May 2025	L Zduniak	Appointed 28 May 2025

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 Trustees meet bimonthly 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.

Pay policy for key management personnel

The trustees consider the board of trustees, and the senior management team to comprise the key management personnel of the charity, in charge of directing and controlling, running and operating the charity on a day-to-day basis. All trustees give of their time freely and no trustee received remuneration in the year.

Leisure & Culture Dundee

Trustees' Report (continued)

Pay policy for key management personnel (continued)

As Leisure & Culture Dundee has a TUPE+ agreement under The Transfer of Undertakings (Protection of Employment) Regulations (TUPE) with Dundee City Council, the pay of staff is set in line with policies and procedures for setting salary grades and scales for Dundee City Council Local Government employees. Each job description is subject to an evaluation process, which has been agreed with CoSLA, and through this process, the post is graded accordingly. Salaries will then increase through incremental progression through the increments of the particular grade. Reviews of the grade will only take place if there is a significant change to the duties of the post.

Risks

The major strategic, business and operational risks that the organisation faces have been identified and are contained within the Risk Management Policy & Business Risk Assessment which was updated and approved by the Board in September 2024, with the Organisational Risk Register scoring being scored on a quarterly basis, last scored in June 2025 (and to be re-scored in October 2025). In accordance with the policy, there will be an ongoing review of risks, with a formal review annually, which will be reported to the Board.

There are, within the assessment, identified existing controls and, where relevant, further actions detailed with timescales for completion and identified officers responsible.

Financial sustainability is identified as a major risk for Leisure & Culture Dundee.

The controls in place to mitigate the risk are as follows:

- Quarterly monitoring position reported to the Finance and Performance Committee along with options identified to address any adverse variances.
- Establish and maintain principles and timeline for settlement of Leisure & Culture Dundee revenue budget in conjunction with Finance and Performance Committee and Dundee City Council, with particular focus on any material changes to the management fee from Dundee City Council and agreed savings to be implemented to close gap between costs and funding.
- Treasury management, ensuring surplus balances are working for Leisure & Culture Dundee.

Non-financial risks arising from health and safety, employee relations and total loss of IT are managed by having robust policies and procedures in place and maintaining staff standards through training and development.

In addition to this, the main standing committees, Finance & Performance, Audit Risk & Compliance, Health & Safety and Property, and HR & Equalities all have standing agenda items to discuss the risks following within each committee's remit, and updates are provided at each committee meeting. Updates from each are then presented to the Board.

Leisure & Culture Dundee

Trustees' Report (continued)

Reserves policy

The organisation's principal charitable activities are:

- The operation, management and development of Galleries, museums, and other facilities which provide public access to collections of work of art, antiquities and objects of scientific interest;
- The development and delivery of arts and cultural activities and events, artistic programmes, and educational projects;
- The operation, management and development of libraries and provision of library and archive services
- The operation, management and development of indoor and outdoor sports facilities
- The development and delivery of sports activities directed towards wider participation in sport

These activities are funded by service fees from Dundee City Council and income generated from fees charged 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 Reserves Policy be established by reference to the organisation's liquidity position.

Accordingly, the Board has decided that the organisation should maintain cash and readily realisable assets equivalent to one month's planned income to be generated from activities. Based on the current income position, our policy requires the organisation to hold £725,000 including a minimum of £100,000 in cash, within unrestricted reserves excluding the pension deficit. At 31 March 2025 the unrestricted reserves excluding pension deficit were £1,204,069 and cash in bank was £3,528,605 which includes £1,357,110 of restricted funds.

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;

Objectives and activities (continued)

- through the provision of services (including those entrusted to it by Dundee City Council), which contribute to advancing well-being (primarily the wellbeing 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 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.

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.leisureandculturaldundee.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.

Objectives and activities (continued)

- **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 2025. Before taking account of FRS 102 pension adjustments the surplus on unrestricted funds amounted to £3,977 and the surplus on the restricted funds was £36,564, giving an overall surplus of £40,541 (2024 - £159,795 surplus).

After accounting for the service costs for FRS 102 adjustments the deficit on unrestricted funds for the year to 31 March 2025 was £322,664 and the surplus on restricted funds was £36,564. The overall fund balances are then impacted by the actuarial gains arising on the pension scheme during the year of £366,453 (2024 – gain of £224,971). This results in an overall surplus, or net movement in funds, of £80,353 (2024 – surplus of £142,780), as shown in the Statement of Financial Activities.

Plans for future periods

Leisure & Culture Dundee has produced its strategic plan for the period 2025-2028 to tie in with the Dundee City Plan and have commenced implementation of the related workstreams in 2025 which focus on Our Offer, Our Infrastructure, Our People, Our Brand and Our Finances. This has been done in conjunction with a review of the services delivered by the organisation on behalf of Dundee City Council to ensure the ongoing financial viability of Leisure & Culture Dundee. A continuing close eye is being kept on the income generated by the organisation across all areas of the business.

Leisure & Culture Dundee

Trustees' Report (continued)


Plans for future periods (continued)

The Leisure & Culture Dundee Board continues to be committed to delivering high quality facilities and services to the citizens of Dundee, but are mindful that some of these services may have to be reduced or withdrawn in order that costs are kept within the funding envelope which will allow the organisation to remain financially viable.

Auditor

So far as each trustee is aware, there is no relevant audit information of which the auditor is 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 auditor is aware of it.

By order of the board


Sue Moody - 2025-11-20, 11:00:21 UTC

Sue Moody
Chair, Leisure & Culture Dundee

.....2025

Leisure & Culture Dundee

Statement of Trustees' Responsibilities

The Trustees are responsible for preparing the Report of the Trustees and the financial statements 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 financial statements 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 financial statements, the Trustees are required to:

- select suitable accounting policies and then apply them consistently;
- observe the methods and principles in the Charities SORP (FRS 102);
- 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 financial statements; and
- prepare the financial statements 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 financial statements 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

Opinion

We have audited the financial statements of Leisure & Culture Dundee for the year ended 31 March 2025 which comprise, the statement of financial activities, the balance sheet, the statement of cash flows and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including FRS 102 *The Financial Reporting Standard applicable in the UK and Republic of Ireland* (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the charity's affairs as at 31 March 2025 and of its incoming resources and application of resources for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006.

Basis of opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the SCIO in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

Conclusions relating to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the charities ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this

Other information

The other information comprises the information included in the Trustees' report, other than the financial statements and our auditor's report thereon. The trustees are responsible for the other information. Our opinion on the financial statements does not cover the other information and we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information, we are required to report that fact.

We have nothing to report in this regard.

Leisure & Culture Dundee

Independent auditor's report to the trustees of Leisure & Culture Dundee (continued)

Matters on which we are required to report by exception

We have nothing to report in respect of the following matters where the Charities and Trustee Investment (Scotland) Act 2005 and the Charities Accounts (Scotland) Regulations 2006 (as amended) require us to report to you if, in our opinion:

- The information given in the financial statements is inconsistent in any material respect with the trustees' report; or
- proper accounting records have not been kept, or
- the financial statements 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.

Responsibilities of trustees

As explained more fully in the Trustees' Responsibilities Statement, the trustees are responsible for the preparation of the financial statements which give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the charity's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to cease operations, or have no realistic alternative but to do so.

Auditor's responsibilities for the audit of the financial statements

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 objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Extent to which the audit was considered capable of detecting irregularities, including fraud
Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The extent to which our procedures are capable of detecting irregularities, including fraud, are detailed below.

As part of our planning process:

- We enquired of management the systems and controls the charity has in place, the areas of the financial statements that are mostly susceptible to the risk of irregularities and fraud, and whether there was any known, suspected or alleged fraud. Management informed us that there were no instances of known, suspected or alleged fraud;
- We obtained an understanding of the legal and regulatory frameworks applicable to the charity. We determined that the following were most relevant: The Data Protection Act 2018; Health and Safety; employment law (including the Working Time Directive); and compliance with Charity Law.
- We considered the incentives and opportunities that exist in the charity, including the extent of management bias, which present a potential for irregularities and fraud to be perpetrated, and tailored our risk assessment accordingly; and
- Using our knowledge of the SCIO, together with the discussions held with management at the planning stage, we formed a conclusion on the risk of misstatement due to irregularities including fraud and tailored our procedures according to this risk assessment.

Independent auditor's report to the trustees of Leisure & Culture Dundee (continued)

The key procedures we undertook to detect irregularities including fraud during the course of the audit included:

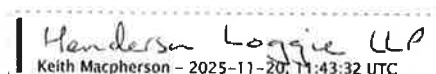
- Enquiries of entity staff and management in compliance functions to identify any instances of non-compliance with laws and regulations and fraud;
- Reviewing minutes of board meetings;
- Reviewing financial statement disclosures and testing to supporting documentation to assess compliance with applicable laws and regulations;
- Auditing the risk of management override of controls, including through testing journal entries and other adjustments for appropriateness;
- Challenging assumptions and judgements made by management in their significant accounting estimates, in particular the assumptions used in the pension scheme actuary report.

Owing to the inherent limitations of an audit, there is unavoidable risk that some material misstatements in the financial statements may not be detected, even though the audit is properly planned and performed in accordance with the ISAs (UK). For instance, the further removed non-compliance is from the events and transactions reflected in the financial statements, the less likely the auditor is to become aware of it or to recognise the non-compliance. The risk is also greater regarding irregularities occurring due to fraud rather than error, as fraud involves intentional concealment, forgery, collusion, omission or misrepresentation. The primary responsibility for the prevention and detection of irregularities and fraud rests with the trustees.

A further description of our responsibilities for the audit of the financial statements is located on the Financial Reporting Council's website at <https://www.frc.org.uk/auditorsresponsibilities>. This description forms part of our auditor's report.

Use of our report

This report is made solely to the trustees, as a body, in accordance with 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 fullest 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.



Keith Macpherson - 2025-11-20 11:43:32 UTC

Henderson Loggie LLP

Chartered Accountants

Statutory Auditors

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

The Stamp Office

Level 5

10 – 14 Waterloo Place

Edinburgh

Eh1 3EG

Leisure & Culture Dundee

Statement of financial activities for the year ended 31 March 2025

	Note	Unrestricted general funds £	Unrestricted pension fund £	Restricted funds £	2025 Total £	2024 Total £
Income						
Charitable activities	2	18,051,206	-	1,793,244	19,844,450	18,996,723
Investments		72,656	-	-	72,656	55,291
Total income		18,123,862	-	1,793,244	19,917,106	19,052,014
Expenditure						
Charitable activities	3	(18,119,885)	(326,641)	(1,756,680)	(20,203,206)	(19,134,205)
Net expenditure		3,977	(326,641)	36,564	(286,100)	(82,191)
Transfer of funds		53,544	-	(53,544)	-	-
Other recognised gains and losses:						
Re-measurement of the defined benefit pensions schemes	11	-	366,453	-	366,453	224,971
Net movement in funds		57,521	39,812	(16,980)	80,353	142,780
Reconciliation of funds						
Total funds brought forward		1,146,548	(337,585)	1,374,090	2,183,053	2,040,273
Total funds carried forward		1,204,069	(297,773)	1,357,110	2,263,406	2,183,053


All gains and losses recognised in the year are included above.

Leisure & Culture Dundee

Balance sheet at 31 March 2025

	Note	£	2025 £	£	2024 £
Fixed assets					
Tangible assets	6		18,088		36,176
Current assets					
Stocks	7	61,120		50,733	
Debtors	8	1,425,106		3,670,252	
Cash in hand		3,528,605		1,208,376	
		5,014,831		4,929,361	
Current liabilities					
Creditors: amounts falling due in one year	9	(2,471,740)		(2,444,899)	
Net current assets			2,543,091		2,484,462
Pension deficit	11		(297,773)		(337,585)
Net assets/(liabilities) including pension surplus/(deficit)			2,263,406		2,183,053
			=====		=====
Funds					
Unrestricted funds	14	1,204,069		1,146,548	
Less pension deficit	11	(297,773)		(337,585)	
			906,296		808,963
Restricted funds	15		1,357,110		1,374,090
Total funds			2,263,406		2,183,053
			=====		=====

The financial statements were approved and authorised for issue by the Board on2025 and signed on its behalf by:


Sue Moody - 2025-11-20, 11:00:21 UTC

S Moody
Chair

Charity number SC042421

The notes on pages 26 to 50 form part of these financial statements.

Leisure & Culture Dundee

Statement of cash flows for the year ended 31 March 2025

	Note	2025 £	2024 £
Cash generated by operating activities	16	2,247,573	(1,133,514)
Cash flows from investing activities:			
Interest received		72,656	55,291
Net cash provided by investing activities		72,656	55,291
(Decrease)/increase in cash and cash equivalents		2,320,229	(1,078,223)
Cash and cash equivalents at the beginning of the year		1,208,376	2,286,599
Total cash and cash equivalents at the end of the year		3,528,605	1,208,376

1 Accounting policies

Leisure and Culture Dundee is a Scottish Charitable Incorporated Organisation (Charity Registration Number SC042421). The registered office address is Level 3, Central Library, The Wellgate, Dundee, DD1 1DB.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

Basis of accounting

The financial statements are prepared under the historical cost convention.

The financial statements have been prepared in accordance with applicable accounting standards and Accounting and Reporting by Charities; Statements of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (Charities SORP 2019 (FRS 102)) and the Financial Reporting Standard applicable in the UK and the Republic of Ireland (FRS 102).

Leisure & Culture Dundee meets the definition of a public benefit entity under FRS 102.

The financial statements are prepared in sterling, which is the functional currency of the SCIO. Monetary amounts in these financial statements are rounded to the nearest £.

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.

A transfer is made from unrestricted funds to restricted funds to compensate fully all restricted funds which would otherwise be in deficit at the accounting date.

Income

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

1 Accounting policies (continued)

Income (continued)

For legacies, entitlement is taken as the earlier of the date on which either: the charity is aware that probate has been granted, the estate has been finalised and notification has been made by the executor(s) to the charity that a distribution will be made, or when a distribution is received from the estate. Receipt of a legacy, in whole or in part, is only considered probable when the amount can be measured reliably and the charity has been notified of the executor's intention to make a distribution. Where legacies have been notified to the charity, or the charity is aware of the granting of probate, and the criteria for income recognition have not been met, then the legacy is treated as a contingent asset and disclosed if material.

Income received in advance of an event, performance or provision of other specified service is deferred until the criteria for income recognition are met.

Interest on funds held on deposit is included when receivable and the amount can be measured reliably by the charity; this is normally upon notification of the interest paid or payable by the bank.

Expenditure

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Expenditure on charitable activities includes the costs of providing services and their associated support costs.

Irrecoverable VAT, due to partial exemption, is included within supplies and services in note 3.

Support costs are those functions that assist the work of the charity but do not directly undertake charitable activities. Support costs include back office costs, finance, personnel, payroll and governance costs which support the charity's activities. These costs have been allocated to expenditure on charitable activities.

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. Dundee City Council sponsor Leisure & Culture Dundee's participation in the scheme and in the event of the charity winding up the pension liability will be payable by Dundee City Council.

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

Leases

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

1 Accounting policies (continued)

Fixed assets

When expenditure of a capital nature is incurred by Leisure & Culture Dundee, this expenditure will be capitalised and depreciated over an agreed period, defined as its "useful economic life". Expenditure should be capitalised when it is:

- Acquisition, enhancement, construction or replacement of buildings or other structures
- Acquisition, installation or replacement of plant, machinery, apparatus or vehicles

Enhancing an asset would be lengthening the useful economic life of the asset or increasing its market value. Expenditure on maintaining an assets previous standard of performance or useful life will be recognised as revenue.

Depreciation is provided on all tangible fixed assets at rates calculated to write-off the cost, less estimated residual value, of each asset evenly over its expected useful life.

The useful economic life of each asset will be determined on its own merits but it is anticipated that it will roughly fall into one of the following categories,

- Tenants improvements 10-15 years

All capitalised expenditure will be recorded at historic cost and depreciated using the straight line method over the agreed useful life of the asset.

Impairment of fixed assets

At each reporting end date, the charity reviews the carrying amounts of its tangible assets to determine whether there is any indication that those assets have suffered an impairment loss. If any such indication exists, the recoverable amount of the asset is estimated in order to determine the extent of the impairment loss (if any).

Stocks

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

Going concern

The financial statements have been prepared on the basis of accounting policies that are consistent with the treatment of the charity as a going concern.

Dundee City Council agreed to continue it's financial support to Leisure & Culture Dundee in the nature of allowing the Council to undertake cash flow management support which will allow the organisation to remain in credit at all times and meet cash liabilities. The continued support is subject to the organisation using its best endeavours and taking appropriate action to minimise any losses and to continue to work in Partnership with Dundee City Council to access any available external funding. Management and Board members have identified actions in respect of income generation and expenditure savings to deliver ongoing financial sustainability with discussions ongoing as to what is included in the service agreement.

1 Accounting policies (continued)

Going concern (continued)

On this basis, and with sufficient reserves available to cover any losses incurred that are not part of the support of Dundee City Council, the trustees are of the opinion that Leisure & Culture Dundee can continue to meet its obligations as they fall due over the next 12 months from the date of the audit report and as such have prepared the financial statements on a going concern basis.

Cash and cash equivalents

Cash and cash equivalents include cash in hand, deposits held at call with banks, other short-term liquid investments with original maturities of three months or less, and bank overdrafts.

Employee benefits

The costs of short term employee benefits are recognised as a liability and an expense, unless those costs are required to be recognised as part of the cost of stock or fixed assets.

The cost of any unused holiday entitlement is recognised in the period in which the employee's services are received.

Termination benefits are recognised immediately as an expense when the SCIO is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

Financial instruments

The SCIO has elected to apply the provision of Section 11 'Basic Financial Instruments' and Section 12 'Other Financial Instruments Issues' of FRS 102 to all of its financial instruments.

Financial instruments are recognised in the SCIO's statement of financial position when the SCIO becomes party to the contractual provisions of the instrument.

Financial assets and liabilities are offset, with the net amounts presented in the financial statements, when there is a legally enforceable right to set off the recognised amounts and there is an intention to settle on a net basis or to realise the asset and settle the liability simultaneously.

Basic financial assets

Basic financial assets, which include debtors and cash and bank balances, are initially measured at transaction price including transaction costs and are subsequently carried at amortised cost using the effective interest method unless the arrangement constitutes a financing transaction, where the transaction is measured at the present value of the future receipts discounted at a market rate of interest. Financial assets classified as receivable within one year are not amortised.

1 Accounting policies (continued)

Impairment of financial assets

Financial assets, other than those held at fair value through profit and loss, are assessed for indicators of impairment at each reported end date.

Financial assets are impaired where there is objective evidence that, as a result of one or more events that occurred after the initial recognition of the financial asset, the estimated future cash flows have been affected. If an asset is impaired, the impairment loss is the difference between the carrying amount and the present value of the estimated cash flows discounted at the asset's original effective interest rate. The impairment loss is recognised in profit or loss.

If there is a decrease in the impairment loss arising from an event occurring after the impairment was recognised, the impairment is reversed. The reversal is such that the current carrying amount does not exceed what the carrying amount would have been, had the impairment not previously been recognised. The impairment reversal is recognised in profit or loss.

Derecognition of financial assets

Financial assets are derecognised only when the contractual rights to the cash flows from the asset expire or are settled, or when the SCIO transfers the financial asset and substantially all the risks and rewards of ownership to another entity, or if some significant risks and rewards of ownership are retained but control of the asset has transferred to another party that is able to sell the asset in its entirety to an unrelated third party.

Classification of financial liabilities

Financial liabilities and equity instruments are classified according to the substance of the contractual arrangements entered into. An equity instrument is any contract that evidences a residual interest in the assets of the SCIO after deducting all of its liabilities.

Basic financial liabilities

Basic financial liabilities, including creditors, bank loans, loans from fellow group companies and preference shares that are classified as debt, are initially recognised at transaction price unless the arrangement constitutes a financing transaction, where the debt instrument is measured at the present value of the future receipts discounted at a market rate of interest. Financial liabilities classified as payable within one year are not amortised.

Trade creditors are obligations to pay for goods or services that have been acquired in the ordinary course of business from suppliers. Amounts payable are classified as current liabilities if payment is due within one year or less. If not, they are presented as non-current liabilities. Trade creditors are recognised initially at transaction price and subsequently measured at amortised cost using the effective interest method.

Derecognition of financial liabilities

Financial liabilities are derecognised when the SCIO's contractual obligations expire or are discharged or cancelled.

Accounting estimates

In the trustees' opinion, the only figure in these accounts which results from a significant estimate is the defined benefit pension scheme liability, calculated by the pension scheme actuary in compliance with FRS 102.

The actual performance is unlikely to be in line with actuarial valuation as a result of the valuation being based upon assumptions on future unpredictable events such as return on assets and materiality rates.

The estimate has a material impact on the accounts and is explained in more detail in note 11.

Leisure & Culture Dundee

Notes to the financial statements (continued)

2 Income

	Unrestricted funds £	Restricted funds £	2025 Total £
Admissions etc	4,200,660	23,324	4,223,984
Membership	1,832,105	-	1,832,105
Library income	205,096	-	205,096
Hire of facilities	86,821	-	86,821
Resaleable goods	270,431	439	270,870
Funding	405,568	1,747,240	2,152,808
Other income	734,363	22,241	756,604
Catering income	301,162	-	301,162
Service fee	10,015,000	-	10,015,000
	<u>18,051,206</u>	<u>1,793,244</u>	<u>19,844,450</u>
	=====	=====	=====
	Unrestricted funds £	Restricted funds £	2024 Total £
Admissions etc	3,189,884	2,480	3,192,364
Membership	1,247,304	-	1,247,304
Library income	202,644	-	202,644
Hire of facilities	89,946	-	89,946
Resaleable goods	210,804	454	211,258
Funding	358,245	1,649,732	2,007,977
Other income	841,688	174,015	1,015,703
Catering income	271,925	-	271,925
Service fee	10,757,602	-	10,757,602
	<u>17,170,042</u>	<u>1,826,681</u>	<u>18,996,723</u>
	=====	=====	=====

Leisure & Culture Dundee

Notes to the financial statements (continued)

3 Costs of providing service

	Unrestricted funds £	Restricted Funds £	2025 Total £
Employee costs	14,645,512	1,336,755	15,982,267
Pension costs	327,223	-	327,223
Property costs	377,764	3,743	381,507
Supplies and services	2,928,951	398,477	3,327,428
Transport costs	145,626	17,705	163,331
Pension finance costs	(26,578)	-	(26,578)
Pension administration expenses	25,996	-	25,996
Governance costs	22,032	-	22,032
	18,446,526	1,756,680	20,203,206
	=====	=====	=====
	Unrestricted Funds £	Restricted Funds £	2024 Total £
Employee costs	13,970,539	1,298,032	15,268,571
Pension costs	251,731	-	251,731
Property costs	264,519	11,299	275,818
Supplies and services	2,795,318	311,679	3,106,997
Transport costs	194,741	27,787	222,528
Pension finance costs	(29,960)	-	(29,960)
Pension administration expenses	20,217	-	20,217
Governance costs	18,303	-	18,303
	17,485,408	1,648,797	19,134,205
	=====	=====	=====

4 Governance costs

	2025 £	2024 £
Audit fees	22,032	18,303
	22,032	18,303
	=====	=====

Leisure & Culture Dundee

Notes to the financial statements (continued)

5 Staff numbers and costs

	2025 £	2024 £
Wages and salaries and other staff costs	13,107,364	12,287,676
Social security costs	1,087,202	1,025,559
Pension costs	1,787,701	1,955,336
Superannuation and past service costs	327,223	164,670
	<u>16,309,490</u>	<u>15,433,241</u>
	=====	=====

No member of the Board received remuneration or any expenses other than trustees indemnity insurance in either year from the charity.

Judy Dobbie a trustee and member of the senior management team, is remunerated through Dundee City Council, and received remuneration of £159,539 (2024 - £156,817).

The average monthly number of employees, based on head count, of the charity during the year was 591 (2024 - 625).

During the year, no employees received remuneration between £60,000 and £70,000 (2024 - 2), no employees received remuneration of between £70,000 and £80,000 (2024 - 1), 1 employee received remuneration of between £80,000 and £90,000 (2024 - 1) and 1 employee received remuneration of between £120,000 and £130,000 (2024 - 1).

Key management personnel consists of Managing Director, Acting Head of Library and Cultural Services, Head of Corporate Services, and Head of Leisure, Sport and Physical Activity. The total remuneration of the five (2024 - ten) members of the senior management team is £508,536 (2024 - £834,772), including £159,539 (2024- £156,817) paid by Dundee City Council as noted above. The charity has undergone a restructure of key management personnel during the year and key management personnel now consists of the personnel noted on page 1 of the financial statements.

6 Fixed assets

	Tenants Improvements £
Cost	
At 1 April 2024	176,910
At 31 March 2025	<u>176,910</u>
	=====
Depreciation and impairment	
At 1 April 2024	140,734
Depreciation charged in the year	18,088
At 31 March 2025	<u>158,822</u>
	=====
Carrying amount	
At 31 March 2025	18,088
	=====
At 31 March 2024	36,176
	=====

Leisure & Culture Dundee

Notes to the financial statements (continued)

7	Stocks	2025	2024
		£	£
	Stocks	61,120	50,733
		=====	=====
8	Debtors	2025	2024
		£	£
	Trade debtors	308,303	521,780
	Prepayments and accrued income	334,100	71,079
	Other debtors	27,600	-
	Dundee City Council	755,103	3,077,393
		1,425,106	3,670,252
		=====	=====
9	Creditors	2025	2024
		£	£
	Amounts falling due within one year:		
	Trade creditors	142,529	166,640
	Dundee City Council	955,762	974,089
	Accruals	1,049,728	1,027,338
	Deferred income	323,721	250,185
	Other taxation and social security	-	26,647
		2,471,740	2,444,899
		=====	=====
	Deferred income consists of amounts received during the year relating to events to be held after the year end.		
		2025	2024
		£	£
	Deferred income		
	Deferred income at 1 April 2024	250,185	306,257
	Released in year	(250,185)	(306,257)
	Received in year	323,721	250,185
		323,721	250,185
		=====	=====

Leisure & Culture Dundee

Notes to the financial statements (continued)

10 Commitments

Lessee

Total commitments under non-cancellable operating leases are as follows:

	Land & Buildings		Other	
	2025	2024	2025	2024
	£	£	£	£
Due within one year	25	29	-	-
Due in two to five years	100	116	-	-
Due in more than five years	150	203	-	-
	<u>275</u>	<u>348</u>	<u>-</u>	<u>-</u>
	=====	=====	=====	=====

Lease payments recognised as an expense during the year amounted to £29 (2024 - £29).

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.

11 Pension

Leisure & Culture Dundee is an admitted body to the Local Government Pension Scheme which is a funded defined benefit scheme. During the year Leisure & Culture Dundee made employers contributions of £1,787,701 (2024 - £1,955,336).

	2025	2024
	£	£
i) Retirement benefit scheme deficit		
Change in benefit obligation		
Benefit obligation at 1 April 2024	60,719,876	53,841,201
Current service cost	2,108,516	2,119,658
Interest cost	2,928,009	2,563,527
Change in financial assumptions	(9,910,214)	(583,756)
Change in demographic assumptions	(144,031)	(1,065,257)
Experience loss/(gain) on defined benefit obligation	(116,397)	4,679,652
Past service costs, including curtailments	-	87,061
Contributions – employee	669,070	630,448
Benefits paid	(2,598,374)	(1,530,888)
Unfunded payments	(23,234)	(21,770)
Benefit obligations at end of year	<u>53,633,221</u>	<u>60,719,876</u>
	=====	=====

Leisure & Culture Dundee

Notes to the financial statements (continued)

11 Pension (continued)

	2025 £	2024 £
Change in scheme assets		
Fair value of scheme assets at 1 April 2024	84,201,754	69,806,612
Interest on assets	4,121,741	3,375,214
Return on assets less interest	(1,391,582)	6,308,172
Other actuarial gains/(losses)	-	3,699,195
Administration expenses	(25,996)	(20,217)
Contributions - employee	669,070	630,448
Benefits paid	(2,621,608)	(1,552,658)
Contributions - employer	1,781,293	1,954,988
	<hr/>	<hr/>
Fair value of scheme assets at end of year	86,734,672	84,201,754
Impact of asset ceiling	33,399,224	23,819,463
	<hr/>	<hr/>
Retirement benefit (asset)/deficit	297,773	337,585
	=====	=====
Reconciliation to the balance sheet		
Present value of funded scheme liabilities	(53,335,448)	(60,382,291)
Fair value of scheme assets at end of year	86,734,672	84,201,754
Present value of unfunded obligations	(297,773)	(337,585)
Impact of asset ceiling	(33,399,224)	(23,819,463)
	<hr/>	<hr/>
Retirement benefit asset/(deficit)	(297,773)	(337,585)
	=====	=====
ii) Amounts recognised in net expenditure		
Current service cost	2,108,516	2,206,719
Past service cost	-	-
Interest costs	(26,578)	(29,960)
Administrative expenses	25,996	20,217
	<hr/>	<hr/>
	2,107,934	2,196,976
	=====	=====
iii) Re-measurements of the net assets/(defined liability)		
Return on fund assets in excess of interest	(1,391,582)	6,308,172
Other actuarial gains / (losses) on assets	-	3,699,195
Change in demographic assumptions	144,031	1,065,257
Change in financial assumptions	9,910,214	583,756
Experience gain on defined benefit obligations	116,397	(4,679,652)
Impact of asset ceiling	(8,412,607)	(6,751,757)
	<hr/>	<hr/>
	366,453	224,971
	=====	=====

Leisure & Culture Dundee

Notes to the financial statements (continued)

11 Pension (continued)

iv) Financial assumptions

The principal assumptions used by the independent qualified actuary in updating the most recent valuation to 31 March 2025 for FRS 102 purposes were:

	2025 %	2024 %
Discount rate	5.85	4.90
Consumer price inflation/retail price inflation	2.90	2.90
Rate of increase of salaries	3.90	3.90
Rate of increase of pensions in payment	2.90	2.90
	=====	=====
	2025 Years	2024 Years
Life expectancy from age 65		
Retiring today:		
Males	18.8	18.9
Females	21.7	21.6
Retiring in 20 years:		
Males	20.2	20.2
Females	23.2	23.1
	=====	=====
The assets of the scheme were:	2025 %	2024 %
Asset category		
Equities	66.4	71.9
Gilts	6.4	6.3
Other bonds	6.6	6.5
Property	15.2	9.1
Cash	5.4	6.1
Alternatives	0.0	0.1
	=====	=====
	100.0	100.0
	=====	=====
	2025 £	2024 £
Amounts included in the fair value of assets for:		
Equities	57,606,105	60,720,502
Gilts	5,532,134	5,312,754
Other bonds	5,711,370	5,532,104
Property	13,160,761	7,463,769
Cash	4,701,353	5,152,194
Alternatives	22,949	20,431
	=====	=====
Total market value of assets	86,734,672	84,201,754
	=====	=====

Leisure & Culture Dundee

Notes to the financial statements (continued)

12 Related party transactions

Leisure & Culture Dundee was contracted to provide recreation and leisure services by Dundee City Council. In the year to 31 March 2025 Leisure & Culture Dundee received from Dundee City Council £10,935,803 (2024 - £11,396,111) for services provided and paid them £415,768 (2024 - £587,919) for goods and services received including a peppercorn rent for the use of the facilities occupied by Leisure & Culture Dundee. At 31 March 2025 Dundee City Council owed Leisure & Culture Dundee £755,102 (2024 - £3,077,393) and the charity owed Dundee City Council £955,762 (2024 - £974,089) in relation to normal trading activities.

13 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 5 of the 13 trustees of Leisure & Culture Dundee are appointed from the Council (38%) while the other 8 trustees are required to be independent of the Council.

14 Funds

Analysis of movements in funds

	Balance at 1 April 2024 £	Net income/ (expenditure) £	Transfer between funds £	Balance at 31 March 2025 £
Unrestricted funds	1,110,372	22,065	53,544	1,185,981
Unrestricted pension deficit	(337,585)	39,812	-	(297,773)
Designated funds	36,176	(18,088)	-	18,088
	<u>808,963</u>	<u>43,789</u>	<u>53,544</u>	<u>906,296</u>
Restricted funds	1,374,090	36,564	(53,544)	1,357,110
	<u>2,183,053</u> =====	<u>80,353</u> =====	<u>-</u> =====	<u>2,263,406</u> =====
	Balance at 1 April 2023 £	Net income/ (expenditure) £	Transfer between funds £	Balance at 31 March 2024 £
Unrestricted funds	1,110,371	1	-	1,110,372
Unrestricted pension deficit	(320,568)	(17,017)	-	(337,585)
Designated funds	54,264	(18,088)	-	36,176
	<u>844,067</u>	<u>(35,104)</u>	<u>-</u>	<u>808,963</u>
Restricted funds	1,196,206	177,884	-	1,374,090
	<u>2,040,273</u> =====	<u>142,780</u> =====	<u>-</u> =====	<u>2,183,053</u> =====

Leisure & Culture Dundee

Notes to the financial statements (continued)

14 Funds (continued)

Unrestricted funds	The 'free reserves' after allowing for all designated funds.
Unrestricted pension deficit	The pension deficit liability (note 11).
Designated funds	Balance of designated funds relates to value of capitalised assets.
Restricted funds	Analysis of restricted funds is shown in note 15.

Analysis of net assets over funds

2025	Unrestricted Funds £	Designated funds £	Unrestricted pension deficit £	Restricted funds £	Total funds £
Fixed assets	-	18,088	-	-	18,088
Stocks	61,120	-	-	-	61,120
Debtors	1,223,939	-	-	201,167	1,425,106
Cash	2,352,169	-	-	1,176,436	3,528,605
Creditors	(2,451,247)	-	-	(20,493)	(2,471,740)
Pension deficit	-	-	(297,773)	-	(297,773)
	<u>1,185,981</u>	<u>18,088</u>	<u>(297,773)</u>	<u>1,357,110</u>	<u>2,263,406</u>
	=====	=====	=====	=====	=====
2024	Unrestricted funds £	Designated funds £	Unrestricted pension deficit £	Restricted funds £	Total funds £
Fixed assets	-	36,176	-	-	36,176
Stocks	50,733	-	-	-	50,733
Debtors	3,324,071	-	-	346,181	3,670,252
Cash	124,224	-	-	1,084,152	1,208,376
Creditors	(2,388,656)	-	-	(56,243)	(2,444,899)
Pension deficit	-	-	(337,585)	-	(337,585)
	<u>1,110,372</u>	<u>36,176</u>	<u>(337,585)</u>	<u>1,374,090</u>	<u>2,183,053</u>
	=====	=====	=====	=====	=====

Leisure & Culture Dundee

Notes to the financial statements (continued)

15	Restricted funds for year ended 31 March 2025			Balance at 1 April 2024 £	Income in year £	Expenditure in year £	Transfers in year £	Balance at 31 March 2025 £
Fund	Purpose							
Cultural services								
Acquisition Fund		Museum acquisitions and conservation		461,157	26,609	(8,323)	-	479,443
Dundee Fusion Fest		Music Development		4,185	-	-	-	4,185
Dundee Visual Artist Awards		Music Development Awards Scheme		17,473	9,000	-	-	26,473
YMI Development Grant		Music Development		5,042	-	-	-	5,042
Soundbase Sessions		Music Development Programme		3,788	1,961	-	-	5,749
Steinway Purchase		Purchase of new piano for Caird Hall		5,244	-	-	-	5,244
Lunchtime Concerts		Music Development concerts		1,404	-	-	(1,404)	-
Performance Arts Relief Fund		COVID funding for performance venues		19,135	-	-	-	19,135
Denise The Menace		Exhibition		963	-	-	(963)	-
Recovery Fund for Cultural Organisations – Music Development		Soundbase music workshops for young people aged 12-18Yrs		3,623	-	-	(3,623)	-
Fest N Furious		Supporting the Gaelic language through music and song via the Tea & Tunes Gaelic Lunchtime Concerts		-	1,528	(1,528)	-	-
Recovery Fund for Cultural Organisations – Caird Hall		Delivering public benefit via audience development initiatives to re-engage with the organisation post COVID		1,907	-	(1,022)	-	885
Caird Hall Centenary Gala Events		Caird Hall Centenary Gala events as programmed		10,283	-	-	-	10,283
Early Evening Economy Pilot		Provision of participation in early evening economy pilot		1,200	-	-	(1,200)	-
Wild Escapes at The McManus		Creating an educational nature hub at The McManus		1,000	-	-	(1,000)	-
Dundee Instrumental		CCTV installation at The McManus		-	400	-	-	400
McManus CCTV		Documenting music hall related items from local history collections in collaboration with the School of Art History at the University of St Andrews for the purpose of developing an online resource.		-	27,650	(5,043)	-	22,607
Mapping The Music Halls		Catering equipment upgrade at the Caird Hall		-	2,006	(2,006)	-	-
Caird Hall Catering Equipment				-	10,188	(2,988)	-	7,200
Carried forward				536,404	79,342	(20,910)	(8,190)	586,646

Leisure & Culture Dundee

Notes to the financial statements (continued)

15 Restricted funds (continued)						
Fund	Purpose	Balance at 1 April 2024 £	Income in year £	Expenditure in year £	Transfers in year £	Balance at 31 March 2025 £
Brought forward		536,404	79,342	(20,910)	(8,190)	586,646
Creative Learning McManus	Providing creative opportunities to encourage increased confidence leading to greater involvement in the City's permanent art and museum collections through creative activity.	-	25,000	-	-	25,000
Delivering Change	Participation in the Museums Galleries Scotland's national initiative to restructure based on anti-oppressive principles with a view to reducing barriers to participation in culture.	-	2,000	-	-	2,000
Mills Observatory Donations Library and information Dundee in the Great War	Donations to support the Mills Observatory	-	20,000	-	-	20,000
Great War Dundee	Authors can write a children's book on war experiences in Dundee	5,258	-	(215)	-	5,043
	Events celebrating Dundee Great War involvement	6,667	-	-	-	6,667
Scottish Reading Strategy	Reading project for Dyslexia sufferers	5,325	-	-	(5,325)	-
Bequests to Dundee Library Services	Bequests and gifts in relation to various library related purposes	12,931	-	-	-	12,931
Adult Craft Club Kirkton	Funding for adult craft club	107	-	-	(107)	-
Scottish Book Trust Fund	Funding for children's books	1,000	-	-	(1,000)	-
Camegie Trust Talkin' Bout Teddies	Project exploring attachment to soft toys for children	3,365	-	-	(3,365)	-
Broughty Ferry Library Extension	Fund raising and donations	15,972	-	-	-	15,972
Wellbeing Garden - Central Library	Development of an indoor Wellbeing garden in Central library	2,169	-	(129)	-	2,040
Digital Storytelling	Support delivery of staff training to develop confidence in storytelling and IT	3,195	-	-	(3,195)	-
Two Moons- SLIC Funding	Funding for a Festival for Young Adults Linking Literacy to Life and Work	2,574	-	-	(2,574)	-
Carried forward		594,967	126,342	(21,254)	(23,756)	676,299

Notes to the financial statements (continued)

Putting quality into life Charity number SC042421

Leisure & Culture Dundee

Notes to the financial statements (continued)

15	Restricted funds (continued)		Balance at 1 April 2024 £	Income in year £	Expenditure in year £	Transfers in year £	Balance at 31 March 2025 £
	Fund	Purpose					
	Brought forward		623,235	128,943	(29,447)	(43,260)	679,471
	Improvements in Childrens Clubs	Purchase of additional resources to enhance weekly afterschool clubs' offering to local children and families.	271	-	-	(271)	-
	Open Doors at Central Library	Providing activities and a warm space for use by the community	131	-	-	(131)	-
	Reading for Visually Impaired	Extended support for reading for pleasure for Library customers with visual impairments	498	-	-	(498)	-
	Summer of Fun Story Trail	Summer activities for children Animating public spaces and using immersive storytelling via the magic of Augmented and Virtual Reality	1,298 6,519	-	-	(1,298)	- 461
	Craft Activities – Baynes Trust	Purchase of additional supplies to hold creative activities and workshops for adults.	-	75	-	-	75
	Leisure and sport						
	Rugby	Rugby Development	11,554	-	-	(11,554)	-
	Football	Football development	-	6,759	(6,759)	-	-
	Menzieshill Sports Equipment	Defibrillator at Menzieshill Community Hub	-	1,242	(1,242)	-	-
	Community Sports Hub Officer	Community engagement	14,701	51,738	(57,930)	-	8,509
	Street Football	Providing coaches for Street Football	58,735	46,840	(46,840)	-	58,735
	McTaggart Surplus	Property costs to DCC	53,272	-	(15,376)	-	37,896
	Move More Macmillan Project	Fitness and wellbeing project	32,108	-	-	-	32,108
	Dundee Disability Sport	Minibus funding	6,000	-	-	-	6,000
	Regional Performance Centre	Funding for RPC staffing	25,499	-	(1,791)	-	23,708
	Funding						
	Active Schools	Funding for sporting activities within schools	-	572,296	(572,296)	-	-
	ParkLives	Outdoor activities funding	15,324	-	(890)	-	14,434
	Playrangers	Outdoor activities funding	2,351	-	-	(2,351)	-
	Steps to Health	Walking programme in partnership with NHS – various funders	1,962	15,007	(14,855)	-	2,114
	Carried forward		853,458	822,900	(753,484)	(59,363)	863,511

Leisure & Culture Dundee

Notes to the financial statements (continued)

15	Restricted funds (continued)		Balance at 1 April 2024 £	Income in year £	Expenditure in year £	Transfers in year £	Balance at 31 March 2025 £
	Fund	Purpose					
	Brought forward	Provision of school active travel delivery programme	853,458	822,900	(753,484)	(59,363)	863,511
	Active Travel	Grant for purchase of equipment to promote healthy lifestyles through cycling	58,637	153,970	(153,710)	-	58,897
	Cycling Scotland	Grant to provide hillwalking sessions through Ancrum Outdoor Centre	5,735	-	-	(5,735)	-
	Active Schools Projects	Bike activities project run by Active Schools	7,415	259,860	(264,943)	-	2,332
	Family Active	Active Schools Inclusion project	20,180	-	-	-	20,180
	Active Schools Inclusion	Enhance Rugby Development programme	37,426	54,750	(55,338)	-	36,838
	Rugby Club Officer	Grants for Summer activities for children	13,392	57,000	(56,026)	11,554	25,920
	Get Into Summer	Various projects complementing the Dundee Active Schools programme	69,359	(800)	(604)	-	67,955
	Active Schools Projects	Employing a dedicated member of staff to work with young people who are young carers to create relationships and support to access sport and physical activity opportunities.	32,481	43,230	(32,963)	-	42,748
		Developing pathways from grassroots to elite sport	15,600	1,000	(8,281)	-	8,319
	Young Carers	Multi sport activity sessions for primary school children to learn basic physical skills and develop these skills in specific sports.	-	5,000	-	-	5,000
	Tayside & Fife Performance Programme	Recruiting an Active Wellbeing Co-ordinator to provide a person-centred approach in supporting people to move from inactive to active in a safe and encouraging environment and as part of our existing offer.	-	9,339	(5,260)	-	4,079
	Childrens Activity Provision		-	6,250	-	-	6,250
	Active Wellbeing						
	Support services	Cultural projects & UNESCO City of Design for Dundee	260,407	380,745	(426,071)	-	215,081
	Place Partnership		<u>1,374,090</u>	<u>1,793,244</u>	<u>(1,756,680)</u>	<u>(53,544)</u>	<u>1,357,110</u>

Leisure & Culture Dundee

Notes to the financial statements (continued)

Restricted funds for year ended 31 March 2024

Fund	Purpose	Balance at 1 April 2023 £	Income in year £	Expenditure in year £	Transfers in year £	Balance at 31 March 2024 £
Cultural services						
Acquisition Fund	Museum acquisitions and conservation	454,990	46,206	(40,039)	-	461,157
Dundee Fusion Fest	Music Development	4,185	-	-	-	4,185
Dundee Visual Artist Awards	Music Development Awards Scheme	17,473	7,750	(7,750)	-	17,473
YMI Development Grant	Music Development	5,042	-	-	-	5,042
Soundbase Sessions	Music Development Programme	3,788	-	-	-	3,788
Steinway Purchase	Purchase of new piano for Caird Hall	5,244	-	-	-	5,244
Lunchtime Concerts	Music Development concerts	1,404	-	-	-	1,404
Performance Arts Relief Fund	COVID funding for performance venues	19,135	-	-	-	19,135
Denise The Menace	Exhibition	963	-	-	-	963
Recovery Fund for Cultural Organisations – Music Development	Soundbase music workshops for young people aged 12-18Yrs	3,623	-	-	-	3,623
Fest N Furious	Supporting the Gaelic language through music and song via the Tea & Tunes Gaelic Lunchtime Concerts	-	1,430	(1,430)	-	-
Recovery Fund for Cultural Organisations – Caird Hall	Delivering public benefit via audience development initiatives to re-engage with the organisation post COVID	1,907	-	-	-	1,907
Caird Hall Centenary Gala Events	Caird Hall Centenary Gala events as programmed	24,660	500	(14,877)	-	10,283
Early Evening Economy Pilot	Provision of participation in early evening economy pilot	1,200	-	-	-	1,200
Wild Escapes at The McManus	Creating an educational nature hub at The McManus	2,700	208	(1,908)	-	1,000
Library and information Dundee in the Great War	Authors can write a children's book on war experiences in Dundee	5,758	-	(500)	-	5,258
Great War Dundee	Events celebrating Dundee Great War involvement	6,667	-	-	-	6,667
Scottish Reading Strategy	Reading project for Dyslexia sufferers	5,325	-	-	-	5,325
Bequests to Dundee Library Services	Bequests and gifts in relation to various library related purposes	12,931	-	-	-	12,931
Carried forward		<u>576,995</u>	<u>56,094</u>	<u>(66,504)</u>	<u>-</u>	<u>566,585</u>

Notes to the financial statements (continued)

Putting quality into life

Leisure & Culture Dundee

Notes to the financial statements (continued)

15	Restricted funds		Balance at 1 April 2023 £	Income in year £	Expenditure in year £	Transfers in year £	Balance at 31 March 2024 £
	Fund	Purpose					
	Brought forward		625,256	64,775	(68,912)	-	621,119
	Blackness Cosy Spaces	Providing a warm space	-	170	(166)	-	4
	Charleston Library Cosy space	Provision of a warm, welcoming, sociable space with refreshments for members of the community during the winter	786	-	-	-	786
	Menzieshill Library Cosy Space	Providing of a warm space for use by the community during the winter	43	350	(326)	-	67
	Dundee Bairns Fun and Food	Providing free guitar tuition to the local community	-	150	(139)	-	11
	Coldside Library Guitar Lessons	Providing free guitar tuition to the local community	437	-	-	-	437
	Dundeels Maritime Past & Future Improvements in Childrens Clubs		-	6,400	(5,589)	-	811
	Open Doors at Central Library		131	2,052	(1,781)	-	271
	Reading for Visually Impaired	Providing activities and a warm space for use by the community	498	-	-	-	498
	Summer of Fun	Extended support for reading for pleasure for Library customers with visual impairments	1,298	-	-	-	1,298
	Story Trail	Summer activities for children	7,875	-	(1,356)	-	6,519
		Animating public spaces and using immersive storytelling via the magic of Augmented and Virtual Reality					
	Leisure and sport						
	Rugby	Rugby Development	-	65,754	(54,200)	-	11,554
	Football	Football development	-	12,259	(12,259)	-	-
	Community Sports Hub Officer	Community engagement	11,453	49,648	(46,400)	-	14,701
	Street Football	Providing coaches for Street Football	51,284	33,302	(25,851)	-	58,735
	McTaggart Surplus	Property costs to DCC	53,272	-	-	-	53,272
	Move More Macmillan Project	Fitness and wellbeing project	-	32,108	-	-	32,108
	Dundee Disability Sport	Minibus funding	6,000	-	-	-	6,000
	Carried forward		758,333	266,968	(216,979)	-	808,322

Leisure & Culture Dundee

Notes to the financial statements (continued)

15	Restricted funds (continued)	Purpose	Balance at 1 April 2023 £	Income in year £	Expenditure in year £	Transfers in year £	Balance at 31 March 2024 £
	Fund						
	Brought forward		758,333	266,968	(216,979)	-	808,322
	Regional Performance Centre Funding Active Schools	Funding for RPC staffing Funding for sporting activities within schools	81,829	-	(56,330)	-	25,499
			-	555,250	(555,250)	-	-
	ParkLives	Outdoor activities funding	17,501	-	(2,177)	-	15,324
	Playrangers	Outdoor activities funding	2,351	-	-	-	2,351
	Steps to Health	Walking programme in partnership with NHS – various funders	1,962	10,025	(10,025)	-	1,962
	Active Travel	Provision of school active travel delivery programme					
		Grant for purchase of equipment to promote healthy lifestyles through cycling	52,337	129,430	(123,130)	-	58,637
			5,735	-	-	-	5,735
	Cycling Scotland	Grant to provide hillwalking sessions through Ancrum Outdoor Centre	76,819	181,716	(251,120)	-	7,415
	Active Schools Projects	Bike activities project run by Active Schools	12,500	8,000	(320)	-	20,180
	Family Active	Active Schools Inclusion project	-	86,710	(49,284)	-	37,426
	Active Schools Inclusion	Enhance Rugby Development programme	13,392	-	-	-	13,392
	Rugby Club Officer	Grants for Summer activities for children	69,483	10,524	(10,648)	-	69,359
	Get Into Summer	Providing a warm space, free hot drinks and food for families within the local community	-				
	Open Doors at Douglas SC						
	Active Schools Projects		-	55,863	(23,382)	-	32,481
	Douglas SC		-	743	(743)	-	-
	Young Carers		-	15,600	-	-	15,600
	Carried forward		1,092,242	1,320,829	(1,299,388)	-	1,113,683

Leisure & Culture Dundee

Notes to the financial statements (continued)

15 Restricted funds (continued)						
Fund	Purpose	Balance at 1 April 2023 £	Income in year £	Expenditure in year £	Transfers in year £	Balance at 31 March 2024 £
Brought forward		1,092,242	1,320,829	(1,299,388)	-	1,113,683
Support services Place Partnership	Cultural projects & UNESCO City of Design for Dundee	103,964	505,852	(349,409)	-	260,407
		<u>1,196,206</u>	<u>1,826,681</u>	<u>(1,648,797)</u>	<u>-</u>	<u>1,374,090</u>
		=====	=====	=====	=====	=====

Leisure & Culture Dundee

Notes to the financial statements (continued)

16 Reconciliation of net movement in funds to net cash inflow/(outflow)

	2025 £	2024 £
Net income/expenditure	(286,100)	(82,191)
Adjustments for:		
Depreciation & impairment	18,088	18,088
Interest received	(72,656)	(55,291)
Increase in stock	(10,387)	(860)
Decrease in debtors	2,245,146	1,283,293
Increase/(Decrease) in creditors	26,841	(2,538,541)
FRS102 Pension Adjustment	326,641	241,988
Net cash (outflow)/inflow from operating activities	2,247,573	(1,133,514)
	=====	=====



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Sue Moody

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PRINT NAME: Keith Macpherson EMAIL: keith.macpherson@hlca.co.uk

Carbon Copy

NAME: Paul Henahan EMAIL: paul.henahan@leisureandculturalundee.com