

Leisure & Culture Dundee

**Report and financial statements
for the year to 31 March 2015**

Charity number SC042421

Leisure & Culture Dundee

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Leisure & Culture Dundee

Scottish Charitable Incorporated Organisation information

Trustees 2014/15

R Duncan (Chair)
S Aitken (Vice Chair)
S Murdoch (Managing Director)
M Stewart (Finance Director)
A Bovill
B Gordon
S Hunter
A Rae
R McCready
I Mathers
L Mason
C Simpson (Appointed 7 November 2014)
G Easson (Appointed 7 November 2014)

Senior management team

S Murdoch (Managing Director)
J Dobbie (Head of Library and Information Services)
C Findlay (Head of Support Services)
B Gartley (Head of Cultural Services)
G Wark (Head of Leisure and Sport)

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Solicitors

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Bankers

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Dundee Chief Office
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Charity number

SC042421

Chairman's Report

putting quality into life

Leisure & Culture Dundee

Chairman's Report

52 weeks is a long time in the life of an organisation like Leisure & Culture Dundee delivering a wide range of services to just over 3 million visitors. Our basic purpose is to add to the quality of life in the city whether you live, work, study, or visit Dundee.

Attendances have remained strong across all sport and leisure facilities despite the financial pressure. We have been delighted to integrate the Dundee Ice Arena into the leisure and sport offer and the introduction of the meerkats to Camperdown Wildlife Centre have been hugely popular.

One of the highlights of the year was certainly the morning of the solar eclipse which was featured nationally by the BBC from Dundee's Mills Observatory, with a crowd of over 700 enjoying clear skies and a spectacular event.

Our first formal partnership with the British Museum, which resulted in their exhibition "Roman Empire: Power and People" visiting Dundee as its only Scottish destination, resulted in an additional 50,000 visits to The McManus and helped to profile both Dundee and the work done by Leisure & Culture Dundee on a national stage.

The Dundee Central Library retains its position as the busiest public library in Scotland. New to the library service in 2014/15 was the inclusion of a service for dementia sufferers, the introduction of 3D printing and the development of robotics workshops for children to help their understanding of electronics.

Numbers are only half of the story, we are equally proud of the way in which our services have focused on quality. The Library service continues to score highly under the Public Library Information Matrix, Leisure and Sport have embarked upon a self evaluation through the framework developed by the HMIE, and overall Leisure & Culture Dundee have trained more than 70% of our staff in the WorldHost Principles of Customer Service brand. A higher percentage than any other employer in the sector in Dundee.

Our measure of quality is based on feedback from our customers, we take it seriously when we get it wrong and we are delighted with the overall feedback received across Libraries, Cultural Services, and Leisure and Sport.

As Chair, I want to acknowledge the commitment shown by staff and also the support I have received from the Board who have been actively involved across the range of activities that Leisure & Culture Dundee deliver.

I look forward to 2015/16 and to the way in which Leisure & Culture Dundee will further enhance the quality of life in the city.

Bob Duncan, Chair

Leisure & Culture Dundee

Managing Directors' Report 2014/15

CULTURAL SERVICES – WHAT WE MANAGE

Museum Services

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

Fine and Applied Arts

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

Learning and Engagement

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

Halls and Music Development

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

PERFORMANCE 2014/15

Leisure & Culture Dundee played a key role during 2014 in the preparation of the City's Cultural Strategy for the period 2015-2025. The leisure and culture offer of the city is now viewed as key to its long term goal to become known as a city recognised for a high quality of life and a great cultural offer.

In December 2014 the United Nations Education and Science Organisation (UNESCO) designated Dundee as the UK's first City of Design. Dundee joins 16 global cities, all of whom place design and culture at the core of their economic and social regeneration.

In response to the Cultural Strategy and the UNESCO designation, Creative Scotland awarded Dundee Place Partnership status and all other partnership agencies in the city agreed that Leisure & Culture Dundee should be the agency under whose auspices Place Partnership and City of Design initiatives would be taken forward.

These exciting new developments have only been made possible because of the many years of close partnership working between Dundee's cultural agencies. This bedrock of close partnership working and the links now established between cultural agencies and community organisations hold out the prospect of an exciting decade of cultural led regeneration for the City of Dundee and Leisure & Culture Dundee will remain a key driver in that process. Highlights of Leisure & Culture Dundee's cultural offer in 2014/15 are detailed below.

Leisure & Culture Dundee

Managing Directors' Report 2014/15 (continued)

Mills Observatory

In March 2015, we brought the winter programme to an exciting close as Solar Eclipse fever hit the UK and stargazers got ready to witness this phenomenal act of nature which only occurs when the earth, moon and sun align and the moon's shadow touches the Earth's surface. To mark this, the Observatory held a special early morning event. Dundee awoke on 19 March to glorious early morning sunshine. The Observatory was packed and buzzing with an estimated 700 visitors in and around the building. Families, young and not so young people rubbed shoulders with TV crews attracted to Dundee by the clear skies. Inside the Observatory, the impressive Victorian Cooke telescope was used to project images of the eclipse into the dome. The event was also supported by members of Dundee's Astronomical Society, who did a fantastic job with a range of smaller solar telescopes.

Caird Hall

The Caird Hall continues to play a key role in the cultural life of Dundee with 397 performances attracting 139,985 people in 2014/15.

A programme of capacity audiences for comedians over the year included Sarah Millican; Scotland's own the legendary Billy Connolly as well as Jimmy Carr, Lee Evans and Ross Noble.

The major bands which played sell-out gigs were Kasabian, The View, Jake Bugg and Kaiser Chiefs.

Conferences hosted included The Scottish Trades Union Congress, The Eastern Star AGM, International Congress on Photodynamic Applications and The Church of Scotland Guild AGM.

2014 was of course the year of the referendum and this provided a number of new bookings, including a debate hosted by BBC5 Live. Following the announcement of Nicola Sturgeon as the Leader of the Scottish National Party and the then soon to be Scotland's First Minister, the largest ever political meeting took place in the Caird Hall on 7 November 2014 with over 1,900 in attendance to hear Nicola Sturgeon present her "way forward" for Scotland.

2014 also commemorated The Great War with the BBC staging their WW1 At Home Live Event in the City Square and Caird Hall, whilst the Marryat Hall hosted the Leisure & Culture Dundee associated event with memorabilia, postcards, letters, exhibitions and poetry readings.

Burgh Halls

Burgh Halls - 8,638 attendees from 463 bookings.

Dundee City Box Office

134,310 tickets were sold via the Box Office which is 15,000 up from the previous year.

The addition of VisitScotland to share the main office space has been welcome. The services complement each other, providing an excellent service for visitors to the City.

Music Development

Music Development administers Music Grants on behalf of Dundee City Council, which provides support to a number of national, regional and local organisations such as:

Leisure & Culture Dundee

Managing Directors' Report 2014/15 (continued)

Royal Scottish National Orchestra, Scottish Ensemble, Jazz Scotland, Dundee Choral Union, Dundee Symphony Orchestra, Dundee Chamber Music, Scottish National Jazz Orchestra, Music in Hospitals, National Youth Orchestra of Scotland, Children's Classic Concerts, Scottish Opera and Scottish Chamber Music to further enhance the musical offering within the city.

Over 2,000 people attended The Commonwealth Ceilidh in City Square on Friday 27 June, to celebrate Dundee's role in the Commonwealth Games in Glasgow and the arrival of the Queen's Baton Relay in Dundee. The Dundee branch of the Royal Scottish Dance Society and Whisky Kiss led the open air Ceilidh.

Soundbase Byte and Soundbase Summer Slam Workshops - 200 young people working with professional musicians.

A total of 43 Music Development events took place with 3,136 people attending.

The McManus welcomed 154,869 visitors during the year attracted by the permanent collection and an exciting exhibition programme.

A Silvered Light: Scottish Art Photography from the City's Permanent Collection display of Scottish art photography was refreshed with a number of changes focussing on film and new acquisitions. In May, visitors were able to experience stereo prints by Calum Colvin from his *Natural Magic* series. Designed to be viewed through 3D glasses. Colvin very kindly donated one of the prints to the City's permanent collection.

In July, new media work created a dynamic change with art films by Dundee trained artists Pernille Spence *I look up...I look down* and Duncan Marquiss and Andy Wake, *Skoggangr*.

The final change was the inclusion of recent acquisitions to the art photography collection. Herbert Ponting's fascinating images of Captain Scott's British Antarctic Expedition of 1910-13 captured the extreme conditions and beauty of the icy landscape. While local photographer S W Pritchard's portraits of Buffalo Bill thrilled our contemporary audience a century after his Wild West show visited Dundee in 1904.

The Here and Now Gallery hosted a spectacular solo show by Glasgow-based artist Nick Evans. His sculptural installation, entitled *The White Whale*, responded to the Gothic architecture of The McManus.

Evans' show was part of *Generation*, a landmark series of exhibitions tracing the remarkable development of contemporary art in Scotland over the last 25 years.

Roman Empire: Power and People, an exhibition in partnership with The British Museum, explored the wealth, power and organisation of the Roman Empire. It delved into how Romans viewed their provinces and other peoples. Religious, military and personal objects gave an insight into the lives of people across the Empire, from northern Britain to Egypt and the Middle East. Visitors to the exhibition enjoyed seeing the wonderful collection of objects from the British Museum. However, they were also fascinated by the objects on display which were drawn from local museum collections and National Museums Scotland, and provided a local angle to the overall story of a vast Empire.

Our partnership exhibition with The British Museum *Roman Empire: Power and People* proved extremely popular with over 50,000 attending this exhibition which saw McManus as the only Scottish venue.

Leisure & Culture Dundee

Managing Directors' Report 2014/15 (continued)

This year's focus on the permanent collection *Classical Art: The Legacy of the Ancients* was conceived to complement the British Museum's *Roman Empire: Power and People* partnership exhibition. The quality of these lesser known items from Dundee's collection surprised and delighted visitors and brought praise from the British Museum.

Broughty Castle

Broughty Castle attracted 37,465 visitors. Events at Broughty Castle have included a costumed interpreter who represented a First World War soldier from Dundee's Own – the 4th Black Watch, to an activity about Winter Wildlife Migration, and a talk about Mary Slessor.

Major work took place over the winter months, when Historic Scotland funded a significant project to refurbish the windows at the Castle as part of a scheduled programme of works over the winter months.

Loans

We received 17 loan requests. These are predominantly from the Fine and Applied Art Section. J.M.W Turner's, "La Havre" was loaned internationally to Musée Marmottan Monet, Paris. The Hayward Gallery, South Bank Centre, London borrowed our image Poor Old Mailie. The work illustrates the first poem Burns wrote in Scots. Over 20,000 people visited the exhibition in London. Other works have been sent to The Talbot Rice Gallery, Edinburgh, The Black Watch Museum, Perth and Hartlepool Art Gallery and Museum.

Public Engagement

15,188 children, young people and adults participated in 618 Creative Learning & Engagement activities, delivered at McManus, McManus Collection Unit, Mills Observatory, Broughty Castle and The Old Steeple.

This year the oral history archive was rebranded to "Talking Dundee" to create a stronger context for current aspects of the city's story, such as its City of Design status, the Waterfront Development and the growth of scientific research and digital technology.

The McIntosh Patrick Awards – our annual exhibition/art competition for S6 Art & Design pupils took place at McManus in August 2014 with 35 entries. The initiative, now its 15th year, continues to profile the talents of young artists in the city.

Cultural Partnerships

Throughout the year we have worked closely with other local and national cultural providers, in particular our close links with cultural partners Dundee Heritage Trust, DCA, Dundee Rep, University of Dundee, Abertay University, Dundee Museum of Transport, and community centres in Dundee.

The Mills Observatory offered the 'Foreign Skies' exhibition as well as four Meet the Scientist events in partnership with the College of Life Sciences. Dundee Science Festival events took place at McManus, McManus Collections Unit, Mills Observatory and Broughty Castle Museum.

Leisure & Culture Dundee

Managing Directors' Report 2014/15 (continued)

“A little Bit of Cinderella” Pop Up Performance at McManus with Scottish Opera and the Caird Hall programme had performances from our friends at Scottish Ensemble, Dundee’s Symphony Orchestra, Royal Scottish National Orchestra, Dundee Choral Union and Scottish Dance Theatre amongst many other.

Boulton & Watt Engine

In literal terms, one of the “largest” projects is a partnership with Dundee Heritage Trust, to conserve and redisplay the Boulton and Watt Steam Engine in the High Mill currently being restored by Dundee Heritage Trust. The project has been generously funded by a number of organisations, including the Heritage Lottery Fund, Museums Galleries Scotland, and the Association of Industrial Archaeology.

LEISURE AND SPORT SERVICES – WHAT WE MANAGE

Active City

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

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

Active Communities

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

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

Active Futures

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

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

Leisure & Culture Dundee

Managing Directors' Report 2014/15 (continued)

Olympia and Swimming Development

Management of:

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

Dundee Ice Arena

Management of;

- Dundee Ice Arena
- Development of UK Learn to Skate Programme
- Development of UK Learn to Play (Ice Hockey) Programme
- National Curling Development Programme
- Support for Professional Hockey Team
- Promotion of Venue Facilities

PERFORMANCE 2014/15

2014 was an outstanding year for sport: Winter Olympics in Sochi, the World Cup in Brazil and 2 global events close to home: the Commonwealth Games in Glasgow and the Ryder Cup at Gleneagles.

All of these "international occasions" had an impact locally by highlighting the spectacular highs and lows, passion and commitment and opportunity sport provides and elicits. There were some 1,380,000 visits to our sports facilities and services. Participant numbers were strong across every area of provision.

Our Leisureactive membership scheme has seen another extremely successful year with membership in excess of 4,500. The scheme provides great value to customers.

Olympia has retained its Training Centre status for delivering the National Pool Lifeguard Qualification and Quallsafe accreditation for First Aid and has been registered and certified as a British Sub-Aqua Club Snorkelling Centre.

Dundee Ice Arena

Dundee Ice Arena (DIA) was transferred to L&CD on 1 April 2014 and a successful first year saw 121,376 visitors enjoy the hugely popular recreational and fun public sessions which include foam parties on Friday evenings, plus the range of other activities on offer at the Arena.

Figure Skating Club memberships have increased from last season and Dundee is now the home rink for the current Senior and Junior Ladies UK champions. The national Learn to Skate programme has been well attended and coaching standards have been excellent, this gives a clear pathway from beginners to National and Olympic levels.

2014/15 was less successful for the professional ice hockey team however two Dundee Stars players were part of the GB team at the world championships with another Dundee player on the first reserve list.

Leisure & Culture Dundee

Managing Directors' Report 2014/15 (continued)

Junior hockey remained buoyant with good numbers at beginner's level. The club took advantage of an Ice Hockey UK initiative whereby beginners equipment was supplied free of charge. Several Dundee players have represented Scotland at all age levels.

General skating remains the main focus of day to day business and with a full programme of morning, afternoon, evening and weekend sessions there is a comprehensive mix of activities. There are also two very popular "Snow Baby" sessions for toddlers, parents and grandparents.

With regular wheelchair users and a weekly "Pamis" wheelchair group on Tuesday evenings the arena offers a choice for all abilities. Overall skating attendance figures have remained similar to last year.

The Curling season has been very good with almost all available ice slots taken up. There is now healthy junior involvement in curling with new members being 23% ahead of the RCCC target. Wheelchair curling has continued to be popular.

Active City

Camperdown Wildlife Centre

2014/15 was an outstanding year for the Wildlife Centre with 88,215 visitors, helped greatly by the introduction of the meerkats and the Wildlights events. Whilst conservation and education remain the centre's key focus, it remains a popular destination for families looking for new and fun experiences.

DISC – attracted 180,205 visitors.

Alongside the regular activity programme DISC has seen another busy year with new events such as Science Fair, Boxing, Highland Dancing, Team Gymnastics and Trinidad/Tobago Commonwealth Games preparation matches.

Programme developments include SFA Futsal League and development sessions, Roller Derby development and recruitment sessions, Box Soccer Sunday evening league and Bubble Football sessions.

DISC hosted The Scottish Northern Area District Boxing Championships in November 2014.

McTaggart

Overall 74,513 visits

Family Fun Sessions Introduced in McTaggart

Family fun sessions have been introduced to provide families with pre-school (0-5 years) or primary school aged children with the opportunity to be introduced to gymnastics and the fantastic facilities within the purpose built Dick McTaggart Regional Gymnastics Centre, Scotland's premier gymnastics facility. The feedback has been tremendous with the popularity continuing to grow and the new birthday party package generating a lot of interest.

Key Stats – Family Fun

Session:

1057 attendances

246 adults inducted

183 families attended

55% families have already returned or booked into an April session

59 families have attended 3 or more sessions

Leisure & Culture Dundee

Managing Directors' Report 2014/15 (continued)

Golf

The global position of golf is worrying with significant declines in participation in all the world's major playing nations. This is also seen in the UK where there has been a 20% reduction in playing in England over the last 8 years and in Scotland the decline is 14% over the same period. A similar trend is evidenced at Caird and Camperdown Courses with 53,916 rounds played during the year, 5.6% reduction on the previous year. However, staff are working hard to buck the national trend with the introduction of ladies and junior golf lessons.

Queen's Baton Relay

On 27 June, the Queen's Baton Relay visited Dundee and members of the Active City team organised a series of activities including 'Lunch on the Lawn' at Camperdown Park, a showcase at McTaggart Gymnastics Centre with members of Scottish squads and local clubs in attendance and a visit to Caird Park where the baton was welcomed by members of Dundee Hawkhill Harriers and Discovery Junior Cycling Club before being carried round the athletics track and Velodrome. Large crowds attended all 3 sites with many people getting the opportunity to have their photo taken with the baton.

City Centre Commonwealth Games 'Come and Try Event' was organised to coincide with the Commonwealth Games. Activities on offer included an inflatable hockey pitch, spin bikes, the street football pitch which was used for football and wheelchair rugby, tennis, badminton, target games and the climbing wall from Ancrum Outdoor Centre.

SprintDundee

Throughout the summer, a series of SprintDundee events were held across the city with the final taking place in City Square on 28 July. The SprintDundee programme aims to find the fastest young athletes in Dundee while promoting the sport of athletics and participation opportunities.

World Cup Football Celebrations

During the World Cup Leisure and Sport Services and the Scottish FA brought a touch of Brazil to Broughty Ferry with their holiday programme combining a Futsal and Beach football world cup day.

Dundee Sports Awards

The Dundee Sports Awards took place at the Caird Hall in February 2015.

The event was attended by 270 dinner guests who enjoyed entertainment from Dundee Gymnastics Club 2K, Urban Moves Training Company & Dance Company and the Mains of Fintry Pipe Band as well as the announcement of the 12 award winners.

Leisure & Culture Dundee

Managing Directors' Report 2014/15 (continued)

Active Communities

Douglas Sports Centre

The Stroke, Cardiac, COPD classes continue to be well attended, providing valued support for our customers in their recovery efforts. A new Parkinson's group was added to the NHS programme.

Total attendances 76,383

Lynch Sports Centre

Lynch Sports Centre has had a challenging year due to the ongoing roof issues. However, with attendances approximately 1,000 per week, it remains a well used and valued community facility.

Dundee Dragons Wheelchair Sports Club train every Saturday at Lynch Sports Centre, playing Wheelchair Rugby League and Wheelchair Basketball. The club were winners of the Club of the Year Award at the Dundee Sports Awards.

A Walking Football pilot was a great success and plans have begun with the Scottish Professional Football League, DFC, DUFC and Age Scotland to create a new league for older people, based at Lynch and Douglas centres in 2015/16.

Street Soccer Scotland – The programme has completed its first full year in Dundee, positively changing people's lives through the power of football. 830 people have been supported through the various programmes.

Active Futures

Grove and St. Paul's Swim & Sport

Grove Community Open Day

Approximately 1,000 local people engaged in the first Community Open Day at Grove Swim & Sports Centre in January 2015, many had never previously been in the facility. Following feedback from the event, additional Children's Activity classes have been added at the weekends which are proving very popular.

New Inflatable

Christmas 2014 heralded the new inflatable at St. Paul's Swim & Sport for a party programme. Demand for similar events in the future is high.

47,186 visitors enjoyed the services provided at Grove.

St. Paul's Swimming Lessons

We are particularly proud of the quality of its Swimming Lessons programme. 70 classes are provided on a weekly basis at St. Paul's, with all participating children learning to swim. With the public swimming programme and fitness room, St Paul's attracted a total of 49,152 visits during the year.

Leisure & Culture Dundee

Managing Directors' Report 2014/15 (continued)

Eat Well, Play Well

This new project has gathered great pace over the last year and is making a positive impact for many early years' families in Dundee. To date, Eat Well Play Well has engaged with 27 different groups including over 200 people.

Dance

The Funky Feet and Urban Moves programmes have seen excellent uptakes this year with over 15,000 attendances.

The Urban Moves Dance Company performed alongside the UK's best hip hop groups and soloists at "Breakin Rules 2015".

Family Splash

Lochee Swim Centre hosts the programme with public swimming, drop-in lessons and weekly group swimming lessons, all being attended by referred families. There are currently 70 families registered.

Parenting Programmes

Using the nationally recognised PEEP (Parents as Early Education Partners) resource, drop in sessions have been delivered with 15 families attending regularly.

The community Hot Wheels programme has proved popular with mums in their local community as they are able to access a physical activity session and have an opportunity to socialise in a group environment.

Dad's Group

The popular Dad's Group was delivered over the year with a diverse programme. 40 dads and kids regularly attend.

Basic Moves

The popular Basic Moves programme (physical literacy programme for primary 1-5) has reached record retention levels this year, with an average uptake of 72%. 19 classes were delivered weekly across primary schools in Dundee.

Olympia

2014/15 saw Olympia's first full year of operation in East Whale Lane having opened for business on Thursday 27 June 2013.

398,777 visitors enjoyed the regular activities plus the new offers.

A new programme has been developed where the pool has more activities than ever before including additional water polo sessions, birthday parties, swim camps and canoe polo.

The pool has been accredited with certification of length in 50m and 25m courses satisfying the rigorous requirements for recognised record breaking swims by FINA.

Leisure & Culture Dundee

Managing Directors' Report 2014/15 (continued)

The Olympia continues to host regional 25m and 50m galas, water polo tournaments as well as diving competitions.

LIBRARY AND INFORMATION SERVICES – WHAT WE MANAGE

Adult Library and Information Services

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

Children's Library and Information Services

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

Information Services

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

PERFORMANCE 2014/15

Over the past year Library and Information Services have seized every opportunity to identify ways to reshape service delivery to ensure that we continue to meet the needs of our broad customer base. During the year over 1.3 million visitors have enjoyed the traditional and newer service innovations at our libraries.

Opportunities Project

We became the first library service to provide dedicated welfare reform support linked with health and wellbeing through the Opportunities Project.

Since our initial launch in October 2013, the Opportunities Room has progressed into a successful working model and is now an integral part of library provision.

The demand for assistance with job searching and digital training has continued to rise, with staff and volunteers assisting an average of over 300 customers per month. An additional 16 PCs were added to the Opportunities Room to help cope with demand. Over the past year, library staff and volunteers have provided workshops on a number of topics including energy comparison websites, e-learning, apps and gadgets, tablets, and employability websites.

Volunteers provide an I.T drop-in service in the Central Library Monday to Friday each week and have also held a number of Opportunities drop-in sessions set up in community libraries. Volunteers have also delivered workshops for small groups. Between April 2014 to March 2015 31 individuals volunteered with the project, with volunteers providing a total of 2,905 hours support to customers – enhancing the level of service provision. In total the Opportunities Project has provided digital support on 3,509 occasions.

Leisure & Culture Dundee

Managing Directors' Report 2014/15 (continued)

An integral part of the project is providing space for external agencies to utilise, delivering additional on-site support for customers in a neutral environment. For example, Welfare Rights, Working for Families, Discover Opportunities, E-zone, and Department of Works and Pensions (DWP) all hold weekly sessions. Partnership working is a key part of the project, with Dundee City Council Welfare Rights citing us as the most successful venue for their service and DWP increasing their presence to five days a week.

Librarian on Prescription

A social prescribing pilot with Maryfield Medical Centre ("Librarian on Prescription"), providing non-medical support for referred patients was also launched in 2014/15. This assistance is tailored to the individual and looks at ways to improve a person's wellbeing.

Managing Pain Collection

A new collection of books on pain management was launched in Dundee Central Library on 26 March 2015. According to the NHS, 14% of the population suffer with chronic pain and over 56,000 people in Tayside are suffering with the condition.

Gadget Drop In Sessions

Over the last year programmes providing support and training on how to use digital and mobile devices continued to prove extremely popular. Drop in surgeries were held to assist users with tablets, laptops, mobile phones, digital cameras, MP3 players, eBook readers, Apps and operating systems.

Code, Robot Making and Electronics Workshops

In response to customer demand, workshops to help young people build robots and understand electronics have been introduced.

Games coding sessions have been delivered for the past three years and the current sessions are a natural progression as learning code is still central to success. The sessions are run with the help of "ethical hacking" students from the University of Abertay who volunteer their time every two weeks to facilitate the sessions. This informal learning opportunity is both popular and different. Funding for equipment was awarded from the Bank of Scotland Community Fund and now includes the latest technology such as Raspberry Pi, Arduino kits and robot parts.

Science Festival

Dundee Libraries participated in the Dundee Science Festival in November 2014, putting on a live drawing and animation show in Central Library, introducing a younger audience to various software and tablet Apps which would help bring their creations to life.

3D Printing

Central Library was the first Public Library in the UK to incorporate 3D printing into their library services for groups with additional support needs.

Representatives from Leisure & Culture Dundee were invited to give a presentation and workshop on 3D printing for people with additional support needs, at the Internet Librarians International Conference in London.

Leisure & Culture Dundee

Managing Directors' Report 2014/15 (continued)

Working with Cultural Services staff at The McManus, a major project involved 'printing' replica Roman coins for use in workshops for the Roman Empire exhibition. This offered visitors the opportunity to see how coins had been replicated in the past and how, with new technologies, they could be copied today.

Dundee Photographic Survey Social Media Project

The Dundee Photographic Survey of 1991 became a viral hit with over a quarter of a million views. The survey, originally undertaken to celebrate the city's 800th anniversary, was digitised and the photos uploaded to its own Facebook page with personal insights from visitors to the page reinvigorating the stories behind each picture. All the images and comments can be viewed by visiting facebook.com/Dundee1991.

Reader in Residence

In August 2014 we were successful in our bid to Scottish Book Trust for a Reader in Residence. Zoe Venditozzi took up this position in September. Her brief was to promote reading and libraries to groups who were not already familiar with our library offer. Zoe will continue to work with us until September 2015.

Great War Dundee Partnership

The Great War Dundee Partnership was established in 2013 to commemorate the First World War. Partners include local cultural, educational and private sector organisations, with Leisure & Culture Dundee as the lead partner.

In April 2014 the Partnership were awarded £77,400 from the Heritage Lottery Fund to deliver a range of events and activities to mark the centenary of the Great War and raise awareness of Dundee's involvement,

The highest profile WW1 event in Dundee was the two day exhibition and live show organised by BBC held in the Caird Hall and City Square in August 2014. Over 10,000 people attended.

The success of this event was followed up in December with an event at Discovery Point "Remembering: The Christmas Truce". Experts from the Black Watch Museum and Castle provided guidance on researching family military history, and a talk on the impact of the Great War on local football clubs proved particularly popular.

Great War Children's Book Prize

John Fulton was announced as the first winner of the Great War Dundee Children's Book Prize competition at a ceremony in the Steps Theatre, Central Library, on 25th March. The winning story, *The Wreck of the Argyll*, will be published by Cargo Publishing.

Entries from published and unpublished authors were invited, writing for children aged 9 to 12. Schoolchildren from across the city voted for their favourite, alongside celebrity judges.

A pupil at Hillside Primary, Qynn Herd, produced the winning book cover for John Fulton's book. Cargo will use the design as a basis for the final photographic cover, utilising the imagery and colours of the original and crediting Qynn for her original work.

Leisure & Culture Dundee

Managing Directors' Report 2014/15 (continued)

New Dementia Information Service at Central Library

A new Dementia Library Service has been developed in Central Library in recognition of growing levels of dementia, with 2,741 people living with dementia in Dundee alone (Alzheimer Scotland, 2014).

The new service provides access to relevant information and over 300 fiction and non-fiction books, reminiscence materials, books to promote understanding of the condition to children and two dedicated iPads. All items have been carefully selected to assist and inform people adjusting to their diagnosis and their carers, contributing positively to the health and wellbeing of our community. There is also a specially designed space, created with the help of a £10,000 grant from the Public Libraries Improvement Fund, to facilitate reminiscence and shared reading activities proven to stimulate communication and concentration, reduce social isolation for those with a diagnosis of dementia. The service offers opportunities for people to continue to participate as active, valued and involved members of the community and to continue to enjoy life to the full for as long as possible.

National Involvement

Recent reports have highlighted that the ability to read is essential in terms of addressing the impact of poverty, with evidence showing that children who live in poverty are less likely to be able to read well. Over the past year we have delivered an extensive programme of 4,545 events and activities to stimulate the love of reading. Over the year nearly 540,000 items were borrowed/accessed by library users, including e-books and magazines.

Library staff in Dundee have taken a leading role in the development and implementation of the National Reading Strategy for Scottish Libraries with the vision "Through free access to the life enriching creative activity of reading, contribute to health and wellbeing, improved levels of literacy, inspiring reading across all interests and age groups, drawing communities together to bring reading alive". (National Strategy for Scottish Libraries)

Tesco Bank Summer Reading Challenge Scotland

Summer 2014 proved to be Dundee Libraries' most successful Challenge to date with 712 children finishing the challenge representing over 4,000 books read.

Children between the ages of 4 and 12 are encouraged to read 6 books over the summer holidays and collect prizes as they go. Each library held a special ceremony for the finishers where they were awarded their special edition certificates and medals.

The 2014 Challenge was supported by over 30 young adult volunteers from local schools who gave up their time to help younger children take part and also achieve Saltire Awards for themselves in the process.

Harry Potter Evening

Broughty Ferry Library hosted a Harry Potter Book Night designed to introduce the next generation of young people to the magic of JK Rowling's writing and the world of Hogwarts. The event was in partnership with Bloomsbury Publishing.

Leisure & Culture Dundee

Managing Directors' Report 2014/15 (continued)

Library staff in costume decorated the library, designating the four house areas for Ravenclaw, Hufflepuff, Slytherin and Gryffindor. When the young people arrived they were greeted with The Sorting Hat song and sorted into their houses. There was a packed programme for the evening which included book readings from Harry Potter and the Philosopher's Stone, games and quizzes and appropriate refreshments.

Author Events

This year we had 19 special author events in libraries across the city attracting over 800 people. Some featured local authors who have written about life growing up in Dundee or have set their novels here like George Barton and Wendy H. Jones, and others such as Peter James and Peter May who write international best sellers.

We also teamed up with Literary Dundee to bring Karen Campbell and Hannah Englekamp to Blackness Library and Booker Prize winner Eleanor Catton and Brian Taylor, BBC Scotland's political editor to The Steps Theatre and Coldside Library attracting capacity audiences.

Going the Extra Mile

In early 2014 it was decided to create a walk which would highlight the literary talent of Dundee, past and present, and raise money for a local food bank charity – so the Dundee Literary Trail was born.

Library staff contacted as many of the living authors featured as possible, asking permission to include them on the growing map, beautifully designed and illustrated by Dawn Irvine of Central Library. Their responses were incredibly supportive, suggesting suitable locations for their individual landmark and many said they were very proud to be included.

BALANCING SOCIAL AND BUSINESS OBJECTIVES

Key to the work of Leisure & Culture Dundee is the charitable objectives we seek to pursue.

From resources raised by Leisure & Culture Dundee, the Board has:

- Absorbed £55,000 worth of discounted access to swimming for eligible users;
- Invested in targeted health and fitness activities for vulnerable people;
- Provided charitable gifts/support in kind for a wide range of other charities and local groups in Dundee;
- Introduced two new species and invested in new enclosures at the Camperdown Wildlife Centre;
- Purchased a 3D printer for the Central Library;
- Purchased new high quality temporary exhibition cases;
- Created new posts of:
 - Events Co-ordinator;
 - Membership Officer;
 - Communications and PR Officer;
- Extended wi-fi access across L&CD facilities;
- Replaced the RPM exercise bikes at Douglas;
- Paid for the conservation and restoration of a number of items in the collection of the museum and gallery;
- Provided and promoted increased use of electric vehicles.

Leisure & Culture Dundee

Managing Directors' Report 2014/15 (continued)

Through our partnership with Dundee City Council we have:

- Resurfaced the facade at the Dundee International Sports Complex;
- Refurbished the reception area and toilets in the Douglas Sports Centre;
- Redeveloped Arthurstone Library, providing community access to the first floor;

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

LOOKING FORWARD

In April 2015, the Leisure & Culture Dundee Board took over responsibility for the out-of-hours programming and operation of school sports facilities. By integrating the management of sport and leisure facilities, it is hoped that there will be improvements in customer access and efficiencies for both Dundee City Council and Leisure & Culture Dundee.

The Board also assumed responsibility for the recently refurbished Lower Caird Hall breakout and meeting rooms. This has been long anticipated, and development of the enhanced Caird Hall facilities will be a priority over 2015/16.

During 2015/16, the Lochee Leisure Centre will undergo the largest upgrade in its hundred year history. There will be new boilers and the creation of a family change village. As part of the upgrade, we will create a steam room facility and a new sauna in response to feedback from those who were disappointed that this was not replicated in the new Olympia.

In the latter part of the year, it is planned that the work will start to improve community access to the first floor and to refurbish Coldside Library, along the lines achieved for both Arthurstone and Blackness.

Another long awaited project will involve the refurbishment of office accommodation off Shore Terrace which will form the new headquarters for Leisure & Culture Dundee. It is anticipated that this work will be completed early in 2016, allowing the headquarters functions to relocate during the 2015/16 financial year.

The largest new capital project will be the Regional Performance Centre for Sport, which it has now been agreed will be in Caird Park. It will be 2016 before this project is on site.

On the programme side, the largest new programme is a partnership that is being brought into existence with Macmillan Cancer Relief. This will ensure that those who are coping with cancer and survivors are given access to a tailored exercise programme.

The Library Service is bracing itself for the impact of the roll out of Universal Credit, which is part of the Government's Welfare Reform Strategy, and which will have a significant impact on Dundee from November 2015 onwards.

The year will also be marked by major events in the sporting, heritage and cultural calendars. Dundee will become the focus of World War I commemorations in September when the BBC commemorates the Battle of Loos with events which will be held in the City.

Leisure & Culture Dundee

Managing Directors' Report 2014/15 (continued)

In September 2015, we will also formally launch Dundee's Place Partnership, which is being managed by Leisure & Culture Dundee. This follows on from the approval of the Cultural Strategy and the designation of Dundee as the UK's first UNESCO City of Design. Place Partnership is intended to stimulate creativity and cultural activity across the city, and will help Dundee to build towards a strong application for European Capital of Culture status in 2023.

Leisure & Culture Dundee is well placed to continue to deliver key services in response to local and national priorities. Our focus is increasingly on the way in which sport, libraries, leisure and culture all contribute to the promotion of wellbeing.

Stewart Murdoch

Managing Director, Leisure & 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 2015. The charity information set out on page 1 and the Chairman's and Managing Director's reports on pages 2 and 3 to 19 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 six have been appointed by Dundee City Council, four elected members and two officers, specifically the Chair, Managing Director and Finance Director. There are seven independent trustees in accordance with the SCIO's constitution.

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

The trustees as at the date of this report are as detailed on page 1. In addition G Robinson was a trustee until he resigned on 4 June 2014, V Dinsmore was a trustee until she resigned on 6 November 2014 and I Luke was a trustee until he resigned on 7 November 2014.

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.

Risks

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

Leisure & Culture Dundee

Trustees' report (continued)

Reserves policy

The organisation's principal charitable activities are:

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

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

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

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

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

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

Purpose statement

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

Objectives and activities

Principal activity

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

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

Leisure & Culture Dundee

Trustees' report (continued)

The Trustees and employees of Leisure & Culture Dundee are expected to abide by Leisure & Culture Dundee's Organisational Values in delivering its purpose, as set out in section 4 of the constitution:

www.leisureandculturedundee.com/home/about-us

The Trustees agreed a set of organisational values which highlight:

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

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

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

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

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

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

These principles will underpin all of our actions.

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

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

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

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

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

Leisure & Culture Dundee

Trustees' report (continued)

Organisational Values

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

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

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

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

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

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

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

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

Achievements and performance

Review of activities and performance

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

Financial review

Review of the year

The results for the year are shown in the attached Statement of Financial Activities and Balance Sheet for the year to 31 March 2015. Before taking account of FRS17 pension adjustments the surplus on Unrestricted Funds amounted to £56,378. After accounting for the FRS17 adjustments the deficit on unrestricted funds for the year to 31 March 2015 was £626,291. The overall fund balances are then impacted by the actuarial gain arising on the pension scheme during the year of £1,918,509.

Plans for future periods

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

Leisure & Culture Dundee

Trustees' report (continued)

Auditors

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

By order of the board



R Duncan
Chair, Leisure & Culture Dundee

7 October 2015

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;
- 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

We have audited the financial statements of Leisure & Culture Dundee for the year ended 31 March 2015, which comprise the statement of financial activities, the balance sheet, the cash flow statement and the related notes. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards (United Kingdom Generally Accepted Accounting Practice).

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

Respective responsibilities of trustees and auditor

As explained more fully in the Trustees' Responsibilities set out on page 25, the trustees are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view.

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

Scope of the audit of the accounts

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

Opinion on accounts

In our opinion the financial statements:

- give a true and fair view of the state of the SCIO's affairs as at 31 March 2015 and of its incoming resources and application of resources, for the year ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the Charities and Trustee Investment (Scotland) Act 2005 and Regulation 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

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 Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- the information given in the Report of the Trustees is inconsistent in any material respect with the financial statements; 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.



Henderson Loggie

Dundee

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

7 October 2015

Leisure & Culture Dundee

Statement of financial activities for the year ended 31 March 2015

	Note	Unrestricted funds £	Restricted funds £	2015 Total £	2014 Total £
Incoming resources					
Incoming resources from generated funds:					
Investment income		15,345	-	15,345	11,832
		<u>15,345</u>	<u>-</u>	<u>15,345</u>	<u>11,832</u>
Incoming resources from charitable activities					
Provision of leisure and culture facilities	2	6,006,788	788,237	6,795,025	5,956,388
Service fee from Dundee City Council		7,066,313	-	7,066,313	7,027,000
		<u>13,073,101</u>	<u>788,237</u>	<u>13,861,338</u>	<u>12,983,388</u>
Total incoming resources		<u>13,088,446</u>	<u>788,237</u>	<u>13,876,683</u>	<u>12,995,220</u>
Resources Expended					
Charitable activities					
Provision of leisure and culture facilities	3	13,704,702	680,750	14,385,452	13,418,080
Governance	4	10,035	-	10,035	9,845
		<u>13,714,737</u>	<u>680,750</u>	<u>14,395,487</u>	<u>13,427,925</u>
Total resources expended		<u>13,714,737</u>	<u>680,750</u>	<u>14,395,487</u>	<u>13,427,925</u>
Net movement in funds and net income/(expenditure) for the year		(626,291)	107,487	(518,804)	(432,705)
Actuarial gain/(loss) on Tayside Superannuation Fund	10	1,918,509	-	1,918,509	(5,563,518)
Net movement in funds (after actuarial gain/(loss) on pension scheme)		<u>1,292,218</u>	<u>107,487</u>	<u>1,399,705</u>	<u>(5,996,223)</u>
Fund balances at 1 April 2014		(11,319,069)	378,807	(10,940,262)	(4,944,039)
Fund balances at 31 March 2015		<u>(10,026,851)</u>	<u>486,294</u>	<u>(9,540,557)</u>	<u>(10,940,262)</u>

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

Leisure & Culture Dundee

Balance Sheet at 31 March 2015

	Note	£	2015 £	£	2014 £
Current Assets					
Stocks	6	51,738		40,653	
Debtors	7	515,391		638,429	
Cash in hand		3,194,138		2,300,514	
				<u>2,979,596</u>	
		<u>3,761,267</u>			
Current Liabilities					
Creditors: amounts falling due in one year	8	(1,802,208)		(1,184,402)	
			<u>1,959,059</u>		<u>1,795,194</u>
Net current assets					<u>1,795,194</u>
Pension deficit	10	(11,499,616)		(12,735,456)	
Net liabilities including pension deficit			<u>(9,540,557)</u>		<u>(10,940,262)</u>
			<u>=====</u>		<u>=====</u>
Funds					
Unrestricted funds		1,472,765		1,416,387	
Less pension deficit	10	(11,499,616)		(12,735,456)	
			<u>(10,026,851)</u>		<u>(11,319,069)</u>
Restricted funds	13		486,294		378,807
Total funds			<u>(9,540,557)</u>		<u>(10,940,262)</u>
			<u>=====</u>		<u>=====</u>

The financial statements were approved and authorised for issue by the Board on 7 October 2015 and signed on its behalf by:

R Duncan
Chair

Leisure & Culture Dundee

Cash flow statement for the year ended 31 March 2015

	Note	2015 £	2014 £
Net incoming/(outgoing) resources		1,399,705	(5,996,223)
Non operating cashflows eliminated - Pension non cash movement		(1,235,840)	6,258,374
		163,865	262,151
(Increase)/decrease in stock		(11,085)	14,006
Decrease/(increase) in debtors		123,038	(142,155)
Increase in creditors		617,806	261,675
Net cash inflow from operating activities	15	893,624 =====	395,677 =====

1 Accounting policies

Basis of accounting

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

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

Funds

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

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

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

Incoming resources

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

Resources expended

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

Pensions

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

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

Leisure & Culture Dundee

Notes on the financial statement (continued)

1 Accounting policies (continued)

Leases

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

Stocks

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

2 Incoming resources

	Unrestricted funds £	Restricted funds £	2015 Total £	2014 Total £
Admissions etc	2,973,925	73,056	3,046,981	2,476,668
Membership	1,499,450	-	1,499,450	1,334,483
Library income	224,131	-	224,131	196,611
Hire of facilities	131,023	-	131,023	156,872
Resaleable goods	260,452	789	261,241	247,045
Funding	-	694,155	694,155	954,324
Other income	685,706	20,237	705,943	590,385
Catering income	232,101	-	232,101	-
	<u>6,006,788</u> =====	<u>788,237</u> =====	<u>6,795,025</u> =====	<u>5,956,388</u> =====

3 Costs of providing service

Employee costs	9,241,771	320,447	9,562,218	9,122,933
Pension costs	1,706,224	106,067	1,812,291	1,510,243
Property costs	190,847	11,605	202,452	100,465
Supplies and services	2,183,167	226,534	2,409,701	2,202,683
Transport costs	256,240	16,097	272,337	195,289
Cultural & museum acquisitions	-	-	-	5,355
Pension finance costs	12,436	-	12,436	280,212
Rent	-	-	-	900
Catering stock	114,017	-	114,017	-
	<u>13,704,702</u> =====	<u>680,750</u> =====	<u>14,385,452</u> =====	<u>13,418,080</u> =====

Leisure & Culture Dundee

Notes on the financial statement (continued)

4 Governance

	2015 £	2014 £
Audit Fees	7,385	7,195
Directors and Officers Indemnity	2,650	2,650
	<u>10,035</u> =====	<u>9,845</u> =====

5 Staff numbers and costs

	2015 £	2014 £
Wages and salaries	9,067,986	8,622,456
Social security costs	494,232	500,477
Pension costs	1,812,291	1,510,243
	<u>11,374,509</u> =====	<u>10,633,176</u> =====

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

The average monthly full-time equivalent number of employees of the company during the year was 623 (2014 - 549).

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

Leisure & Culture Dundee

Notes on the financial statement (continued)

6	Stocks	2015	2014
		£	£
	Stocks	51,738	40,653
		=====	=====
7	Debtors		
	Trade debtors	373,461	228,517
	Prepayments and accrued income	130,141	409,912
	Other debtors	11,789	-
		-----	-----
		515,391	638,429
		=====	=====
8	Creditors		
	Amounts falling due within one year:		
	Trade creditors	291,021	207,291
	Dundee City Council	705,102	560,983
	Accruals	327,694	224,462
	Deferred income	478,391	191,019
	Other creditors	-	647
		-----	-----
		1,802,208	1,184,402
		=====	=====

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

	£
Deferred income	
At 1 April 2014	191,019
Released in year	(191,019)
Received in year	478,391

At 31 March 2015	478,391
	=====

Leisure & Culture Dundee

Notes on the financial statement (continued)

9 Commitments

	Land & Buildings		Other	
	2015	2014	2015	2014
	£	£	£	£
Actual commitments under non-cancellable operating leases as follows:				
Operating leases which expire:				
Due within one year	-	-		
Due in two to five years	-	-		
Due in more than five years	28	28	62,938	52,163
	<u>28</u>	<u>28</u>	<u>62,938</u>	<u>52,163</u>
	=====	=====	=====	=====

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

10 Retirement benefit scheme deficit

	2015	2014
	£	£
Change in benefit obligation		
Benefit obligation at 1 April 2014	43,719,756	34,051,112
Current service cost	1,812,291	1,510,243
Past service cost, including curtailments	164,526	173,510
Interest cost	2,052,326	1,606,860
Actuarial (gain)/loss	(3,548,823)	6,341,855
Contributions - employee	420,611	399,395
Benefits paid	(468,184)	(345,767)
Unfunded payments	(11,162)	(17,452)
	<u>44,141,341</u>	<u>43,719,756</u>
	=====	=====

Leisure & Culture Dundee

Notes on the financial statement (continued)

10 Retirement benefit scheme deficit (continued)

	2015 £	2014 £
Change in scheme assets		
Fair value of scheme assets at 1 April 2014	30,984,300	27,574,030
Expected return on fund assets	2,039,890	1,689,746
Actuarial (losses)/gains	(1,630,314)	400,337
Contributions - employee	420,611	399,395
Benefits paid	(479,346)	(363,219)
Contributions - employer	1,306,584	1,284,011
Fair value of scheme assets at end of year	32,641,725	30,984,300
Retirement benefit deficit	(11,499,616) =====	(12,735,456) =====
History		
Benefit obligation at end of year	44,141,341	43,719,756
Fair value of scheme assets at end of year	32,641,725	30,984,300
Deficit	(11,499,616) =====	(12,735,456) =====

	Year to Mar 2015	Year to Mar 14	Year to Mar 2013	Year to Mar 2012	Year to Mar 2011
Amounts for the current and previous periods					
	£	£	£	£	£
Defined benefit obligation	(44,141,341)	(43,719,756)	(34,051,112)	(31,585,772)	(17,647,354)
Fund assets	32,641,725	30,984,300	27,574,030	22,421,265	15,075,748
Deficit	(11,499,616)	(12,735,456)	(6,477,082)	(9,164,507)	(2,571,606)
Experience adjustments on funds liabilities	6,785,477	(794)	(3,391)	(3,137)	-
Percentage of liabilities	15.4%	-	-	-	-
Experience adjustments on fund assets	(1,630,314)	400,337	2,468,407	(937,123)	-
Percentage of assets	(5.0%)	1.3%	9.0%	(4.2%)	-
Cumulative actuarial gains and losses	(6,296,123)	(8,214,632)	(2,273,114)	(5,380,489)	-

Leisure & Culture Dundee

Notes on the financial statement (continued)

10 Retirement benefit scheme deficit (continued)

Retirement benefits – FRS17

The principal assumptions used by the independent qualified actuary in updating the most recent valuation to 31 March 2015 for FRS17 purposes were:

	2015 %	2014 %
Discount rate	3.5	4.6
Retail price inflation	3.4	3.7
Rate of increase of salaries	4.4	5.1
Rate of increase of pensions in payment	2.6	2.9
	====	====

	2015 Years	2014 Years
Life expectancy from age 65		
Retiring today:		
Males	21	21
Females	23	23
Retiring in 20 years:		
Males	23	23
Females	26	26
	=====	=====

	2015 %	2014 %
The assets of the scheme were:		
Asset category		
Equities	71	71
Gilts	5	5
Other bonds	13	13
Property	10	9
Cash	1	2
	-----	-----
	100	100
	=====	=====

	2015 £	2014 £
Amounts included in the fair value of assets for:		
Equities	23,115,001	21,998,853
Gilts	1,788,564	1,549,215
Other bonds	4,125,115	4,027,959
Property	3,253,946	2,788,587
Cash	359,099	619,686
	-----	-----
Total market value of assets	32,641,725	30,984,300
	=====	=====

Leisure & Culture Dundee

Notes on the financial statement (continued)

11 Related Party

Leisure & Culture Dundee was contracted to provide recreation and leisure services by Dundee City Council. In the year to 31 March 2015 Leisure & Culture Dundee received from Dundee City Council £7,834,109 (2014 - £7,319,776) for services provided and paid them £390,805 (2014 - £293,439) for goods and services received including a peppercorn rent for the use of the facilities occupied by the SCIO. At 31 March 2015 Dundee City Council owed Leisure & Culture Dundee £299,474 (2014 - £400,594) and the charity owed Dundee City Council £779,011 (2014 - £573,789) in relation to normal trading activities.

During the year Leisure & Culture Dundee received from Quest (Scotland) Limited a company in which L Mason is a director £550 (2014 - £536) for services provided. At 31 March 2015 Quest (Scotland) Limited owed Leisure & Culture Dundee £237 (2014 - £237).

12 Control

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

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

13 Funds

	Unrestricted £	Unrestricted Pension Deficit £	Restricted £	Total £
Balance at 1 April 2014	1,416,387	(12,735,456)	378,807	(10,940,262)
Net incoming resources before transfers	56,378	1,235,840	107,487	1,399,705
Balance at 31 March 2015	1,472,765	(11,499,616)	486,294	(9,540,557)
Represented by:				
Stocks	51,738	-	-	51,738
Debtors	515,391	-	-	515,391
Cash	2,707,844	-	486,294	3,194,138
Creditors	(1,802,208)	-	-	(1,802,208)
Pension deficit	-	(11,499,616)	-	(11,499,616)
	1,472,765	(11,499,616)	486,294	(9,540,557)

Leisure & Culture Dundee

Notes on the financial statement (continued)

14	Restricted funds		Balance at 1 April 2014 £	Income in Year £	Expenditure in year £	Balance at 31 March 2015 £
	Fund	Purpose				
	Cultural services					
	Transport Collection Officer	Transportation	7,069	-	-	7,069
	Acquisition Fund	Display items	215,332	11,968	43,622	183,678
	Dundee Dance Day		1,762	-	224	1,538
	Scotland Creates		468	2,977	108	3,337
	National Events: Nick Evans	Display art works	19,500	13,000	32,500	-
	Medieval Carved Stones	Display items	2,151	-	2,151	-
	Sharing our Collections	Display items	6,620	26,250	32,870	-
	Commonwealth Ceilidh	Event	-	9,750	8,551	1,199
	Dundee Fusion Fest	Music Development	-	4,567	4,127	440
	Off the Record	Music Development	-	875	-	875
	Dundee Visual Artist Awards	Music Development Awards Scheme	-	18,000	10,668	7,332
	Festival of Museums	Event	-	1,905	1,155	750
	Library and information					
	Hard to Reach		12	-	-	12
	Project Opportunities	Welfare Reform Support	3,266	31,211	34,477	-
	Dundee in the Great War	Authors can write a children's book on war experiences in Dundee	18,085	-	5,859	12,226
	Universal Credit Pilot		11,500	-	10,240	1,260
	Tesco Bank Reading	Purchase books	-	350	350	-
	Carried forward		285,765	120,853	186,902	219,716

Leisure & Culture Dundee

Notes on the financial statement (continued)

14	Restricted funds (continued)	Purpose	Balance at 1 April 2014 £	Income in Year £	Expenditure in year £	Balance at 31 March 2015 £
	Brought forward		285,765	120,853	186,902	219,716
	Library and information					
	Dementia Project Great War Dundee	Events celebrating Dundee Great War involvement	-	10,000	9,277	723
	Training in New Technologies BOS Community Fund	Purchase of IT equipment Community prize for use of on IT equipment for community use	-	38,700 10,000	17,534 8,916	21,166 1,084
	Reader in Residence	Resources for use by Reader in Residence	-	1,000	648	352
	Carried forward		<u>285,765</u>	<u>181,553</u>	<u>223,277</u>	<u>244,041</u>

Leisure & Culture Dundee

Notes on the financial statement (continued)

14	Restricted funds (continued)	Purpose	Balance at 1 April 2014 £	Income in Year £	Expenditure in year £	Balance at 31 March 2015 £
	Brought forward		285,765	181,553	223,277	244,041
	Leisure and sport					
	Hockey	Activities	7,853	10,639	3,614	14,878
	Active for Life – NHS		-	12,000	12,000	-
	Community Sport Hub Officer	Community engagement	-	61,345	61,345	-
	Active Families	Healthy lifestyles	-	29,091	29,091	-
	Youth Sports Team		-	161,562	161,562	-
	Eat Well Play Well	Healthy lifestyles	68,715	99,305	54,643	113,377
	Dance	Activities	-	7,000	7,000	-
	Gymnastics	Activities	-	5,850	5,850	-
	Rugby	Activities	8,753	18,433	13,589	13,597
	Football	Football development	7,721	74,573	72,025	10,269
	Street Football	Youth sports engagement	-	29,580	28,214	1,366
	Positive Coaching Scotland		-	24,250	8,540	15,710
	McTaggart Surplus		-	73,056	-	73,056
			<u>378,807</u>	<u>788,237</u>	<u>680,750</u>	<u>486,294</u>

Leisure & Culture Dundee

Notes on the financial statement (continued)

15	Reconciliation of net incoming resources to net cash inflow	2015
		£
	Net incoming resources	1,399,705
	Increase in stock	(11,085)
	Decrease in debtors	123,038
	Increase in creditors	(618,034)
		<hr/>
	Net cash inflow from operating activities	893,624
		=====
16	Analysis of funds	
	Cash in hand and at bank 1 April 2014	2,300,514
	Cash in hand and at bank 31 March 2015	3,194,138
		<hr/>
	Change in funds	893,624
		=====