

ITEM No ...2.....

REPORT TO: CITY GOVERNANCE COMMITTEE – 2 DECEMBER 2024
REPORT ON: CHANGES TO SERVICES PROVIDED BY LEISURE AND CULTURE DUNDEE
REPORT BY: CHIEF EXECUTIVE AND DIRECTOR OF LEISURE AND CULTURE DUNDEE
REPORT NO: 323-2024

1 PURPOSE OF REPORT

1.1 This report updates elected members on the results of the consultations on the proposals to change the services provided by Leisure and Culture Dundee and makes recommendations on changes to be implemented.

2 RECOMMENDATIONS

- 2.1 It is recommended that Committee agrees to:
- a) continue to support the operation of Mills Observatory as set out in para 6.6.
 - b) cease to operate Broughty Castle Museum resulting in it closing at the latest on 31 October 2025, as set out in Section 6, and engaging with HES regarding the future of the Castle and its illumination.
 - c) cease to operate Caird Park golf course resulting in it closing by 30 April 2025 as set out in para 6.20; and
 - d) remit the Chief Executive and Director of Leisure and Culture Dundee to implement the changes proposed in this report and update any agreements accordingly.

3 FINANCIAL IMPLICATIONS

3.1 The approval of the above recommendations would result in the following revenue costs / (savings) for Dundee City Council:

	2025/26 £000	2026/27 £000
Mills Observatory	15	15
Broughty Castle Museum	(13)	(30)
Caird Park Golf Course	28	-
Total Costs / (Savings)	30	(15)

It should be noted this figure would reduce by £8k per annum should the lease for Caird Park Golf Club also be terminated.

3.2 Savings would also accrue to LACD of £440k per annum. This would partially offset by a reduction in the management fee payable of £26k per annum to cover the additional costs associated with upkeep of the park that would require to be met by Dundee City Council moving forward. In addition, it is estimated there would be one-off removal costs of £53k associated with the closure of Broughty Ferry Museum that would require to be met by LACD.

4 BACKGROUND

4.1 Report 71-2024 of City Governance Committee on 29 February 2024 (Article II – Item c viii refers) set out the financial pressures faced by Leisure and Culture Dundee (LACD) and that a

shortfall of £1,086k in 2024/25 was predicted. As part of the options that the Board of LACD identified to close this budget gap were three proposals to change services.

- 4.2 The three proposals identified highlighted potential savings of £455k for LACD and savings to the Council of £30k, but also potential costs associated with ground maintenance for Caird Park Golf course.
- 4.3 Due to the nature of the proposals, approval was sought to undertake a public consultation on the proposals made by Leisure and Culture Dundee to change the services they provide on behalf of Dundee City Council in relation to Mills Observatory, Broughty Castle Museum and Caird Park Golf Course.
- 4.4 Since elected members considered the financial implications and budget gap set out in Report 71-2024, a further report (Report 210-2024) on the financial sustainability of LACD and prompting a full review of other services provided was agreed by City Governance Committee on 19 August 2024, (Article X).

5 CONSULTATION PROCESS AND SUMMARY OF FEEDBACK

- 5.1 Each of the three facilities listed at 4.2 was the subject of a separate consultation, which set out details of what was being proposed (including potential closure) and asking a number of questions to consider potential implications including equality related matters. Users and key stakeholders of these facilities were encouraged to take part, and the consultations were widely publicised to ensure all interested parties could have their say on the proposals.
- 5.2 Consultees were able to respond to the consultations online via the Council's website. It was important that all users of the facilities and the wider communities had a fair and equal opportunity to take part, so paper copies were made available from libraries and the affected facilities. Drop-in sessions were also run.
- 5.3 The consultations ran for 6 weeks from 17 May 2024 to 28 June 2024 and regular promotion of the consultations was undertaken during this period to encourage feedback. There was a total of 2,432 responses (2,229 online and 203 paper) received for the three consultations and fuller details and analysis on each is contained in Appendices 1 to 3 of this report and summaries are included below.

Mills Observatory

- 5.4 There were 901 responses in total to this consultation, 874 responses were submitted online, and 27 paper copies were completed. 90% of those who provided postcodes were from Dundee, with the highest response being from the DD2 area (31%). 70% said they visited less often than monthly, and the most common method of travel was by car (52%).
- 5.5 Other key information on the respondents:
 - 55% were female.
 - 61% were aged between 35 and 64 years old.
 - 17% had a disability.
 - 53% were working full time and 19% retired.
- 5.6 823 respondents provided more detailed feedback, overall, there was a strong sentiment against closing the observatory, many respondents considering it a valuable cultural and educational asset for Dundee therefore closure of it is seen as detrimental to the city. Respondents showed a willingness to explore multiple options, including alternative operators and new funding streams, if closure is avoided.

5.7 95% of respondents stated that the closure of Mills Observatory would have a negative impact on them. However, the explanations to what specifically this impact would be to them was more general with the main impacts highlighted included the effects that closure would have on educational opportunities, community engagement, cultural heritage, and the impact on the local economy.

5.8 Key suggestions from the consultation were:

- explore potential to raise funds via entry fee, memberships, private hires, and special tours.
- secure funding via grants, sponsorship, and crowdfunding
- partner with universities, science institutions and schools.
- increase community involvement and volunteering.

Broughty Ferry Castle Museum

5.9 There were 933 responses in total to the survey, 890 responses were submitted online, and 43 paper copies were completed. 96% of those who provided postcodes were from Dundee, with the highest response being from the DD5 area (59%). 68% said they visited less often than monthly, and the most common method of travel was walking (46%).

5.10 Other key information on the respondents:

- 65% were female.
- 65% were aged between 35 and 64 years old.
- 12% had a disability.
- 50% were working full time and 23% retired.

5.11 842 respondents provided more detailed feedback, showing a strong sentiment against closing the Castle. Closing Broughty Ferry Castle is regarded as a loss of cultural and historical importance, as well as its recreational and educational value. The feedback also reflects how the role of the Castle is seen in attracting tourists and for the Broughty Ferry economy.

5.12 91% of respondents stated that the closure of Broughty Ferry Castle would have a negative impact on them. However, the explanations to what specifically this impact would be to them was more general with the main impacts as highlighted above.

5.13 Key suggestions from the consultation were:

- explore potential to raise funds via entry fee, memberships, and hosting events.
- secure funding via fundraising
- increased promotion
- reducing opening times and seasonal closure

Caird Park Golf Course

5.14 There were 598 responses in total to this consultation, 465 responses were submitted online, and 133 paper copies were completed. 98% of those who provided postcodes were from Dundee, with the highest response being from the DD4 area (32%). 45% said they used the golf course weekly, and the most common method of travel was by car (76%).

5.15 Other key information on the respondents:

- 68% were male.
- 56% were aged between 55 and 75 years old.
- 16% had a disability.

- 42% were working full time and 38% retired.
- 5.16 550 respondents provided more detailed feedback, with respondents feeling strongly that Caird Park to remain open advocating for the city's only public golf course and for health and wellbeing.
- 5.17 82% of respondents stated that the closure of Caird Park Golf Course would have a negative impact on them. The main reasoning for a negative impact is that open-air exercise is beneficial to social, physical, and mental health, and closure would deny users a valuable well-being resource.
- 5.18 Unlike the other two consultations, there was a higher % of respondents saying that the closure would have no impact (10%) or a positive impact (8%)
- 5.19 Key suggestions from the consultation were:
- increase fees and memberships.
 - reducing opening times and/or close one of the courses.
 - increase appeal and raise funds through improved maintenance of the ground or offering classes and coaching.

6 PROPOSED CHANGES TO SERVICES PROVIDED

- 6.1 Since the launch of the consultations and following the feedback received, including the suggestions for all three facilities, officers have explored these and have set out below additional information to support the recommendations being proposed for each facility.

Mills Observatory

- 6.2 Dundee City Council owns Mills Observatory, and it is currently operated on our behalf by LACD. The Observatory operates October to March. There were 6,654 visitors in 2023/24. Down from 7,424 visitors in 2022/23.
- 6.3 The proposal to cease operating the Observatory would contribute £40,000 a year to reducing Leisure and Culture Dundee's budget shortfall. The Council also spends around £13,000 per year on the property, and this would continue unless the building transferred to another organisation, for example via a Community Asset Transfer. As LACD would no longer occupy the property, empty property rates of circa £7,000 per annum would be payable by the Council from the date the lease between the Council and LACD is terminated.
- 6.4 Following the launch of the consultation approaches were made to LACD regarding alternative funding to support the running cost of Mills Observatory. This has resulted in a current total of £95,000 being secured by LACD for the next 3-5 years from three sources as follows:
- £10,000 per annum for five years of private money
 - £15,000 per annum for three years from trusts
- 6.5 Other actions being explored by LACD are:
- Further funding bids out to several other local trusts.
 - Working with Scottish Enterprise Space team to develop a business plan for the Observatory which will be a longer-term plan to look at funding streams.
 - Working with funders to increase the offer to young people and schools, developing an educational package that looks at careers in the Space industry both in Dundee and across Scotland.
 - Additionally, LACD have worked with marketing and press to increase awareness of the facility and there was a 127% increase in visitors in week one and a large jump in shop sales.

- 6.6 Given the interest in supporting Mills Observatory and the securing of new funding, it is recommended that Mills Observatory remains open and operated by LACD. Dundee City Council would commit to providing funding of up to £15,000 to cover the shortfall between the saving LACD could have realised and the new funding secured, if further funding cannot be secured to fully offset the £40,000 saving. This would be reviewed in three years.

Broughty Ferry Castle Museum

- 6.7 Broughty Ferry Castle is currently leased by Dundee City Council from the Scottish Ministers. Historic Environment Scotland (HES) administer the lease on behalf of the Scottish Ministers. The lease is currently continuing on a year-to-year basis with the next option to terminate the lease being on 31 October 2025 subject to the Council serving a minimum of 6 months prior written notice on the Scottish Ministers i.e. notice requires to be served before the end of April 2025. The lease contains a 'stay open' clause whereby the Council, unless otherwise agreed with HES, require to keep the subjects open to the public until the lease is terminated.
- 6.8 LACD operates Broughty Ferry Castle on our behalf and has collections on show, including part of the Orchar collection. Broughty Castle Museum operates as follows:
- Winter Opening Hours: October - March, Tues - Sat 10am - 4pm, Sunday 12.30 - 4pm
Summer Opening Hours: April – September, Mon - Sat 10am - 4pm, Sun 12.30 - 4pm
- 6.9 Visitor numbers in 2023/24 were 39,223, but still down from 43,149 in 2019/20. Reduced visitor numbers and rising costs due to inflation mean that it is financially challenging for the Council and LACD to support the museum. To put this in context, visitor numbers at Broughty Castle have fallen by 9% on pre-pandemic levels.
- 6.10 The proposal to cease operating Broughty Ferry Castle could contribute £80k a year to reducing Leisure and Culture Dundee's budget shortfall. By returning the property to Historic Environment Scotland the Council would also save £30k per year in property costs.
- 6.11 There is a legal requirement to show a percentage of the Orchar collection as per the terms in which it was donated to Dundee. However, we consider that this quota is met via the display of Orchar works in the Victoria Gallery in McManus Art Gallery as well as four paintings on show in Broughty Ferry Library. Depending on future arrangements for the collections currently housed at the Castle there would be one off removal and preparation costs of circa £53K.
- 6.12 Officers have considered suggestions made in the feedback from the consultation as follows:
- Due to the network of tunnels in the vicinity of the castle, we cannot use the space outside. These are of historically important and classed as monuments so we cannot build or put any infrastructure on top of them. They were used by Sea Miners to protect the area in WWII.
 - An admission charge to go into the Castle cannot be implemented as the collection inside belongs to the people of Dundee and legislation prevents us from charging to enter.
 - Additional events and café option, given the grounds cannot be utilised to create space and the limited capacity within the Castle there is little or no scope for this to generate additional income.
- 6.13 There are limited ways to increase revenue, no new funding has been secured to reduce the operating costs of Broughty Ferry Castle Museum and no groups have made approaches to discuss any options to take over the running of the Castle from LACD. It is therefore recommended that Dundee City Council serves notice to HES to end our lease from 31 October 2025 at the latest and discussions are held with HES regarding their 'stay open' clause. LACD would make arrangements to remove the collections as soon as reasonably practicable.
- 6.14 The Council and LACD will continue to work with HES to explore any further opportunities they wish to consider for the Castle. The Council commits to continuing with the investment, from the District Centre Fund, which would see the installation of flood lighting at Castle early in

2025. Council officers will engage with HES regarding funding the utility cost of keep the castle illuminated.

Caird Park Golf Course

6.15 Caird Park Golf Course is operated by LACD providing municipal golf provision on behalf of Dundee City Council. There are 9 and 18-hole courses that currently operate as follows:

Winter: Monday to Sunday – 8.30am - 4pm

Summer: Monday to Sunday – 7am - 8pm

6.16 In March 2024, there was an average of 1,188 members and there were 7,584 (9 holes) and 28,798 (18 holes) rounds played in 2023/24. Memberships at that point were up 4.7% on the previous year (2022/23), but rounds played on both courses were down 7.5% (9 holes) and 1.6% (18 holes). Declining usage and rising costs due to inflation mean that it is financially challenging for the Council and LACD to operate the course. To put this in context, every single round being played at Caird Park over that period was subsidised by Dundee taxpayers at a cost of £9.10.

6.17 LACD have a contract with an external provider to maintain the golf course and that was extended for 1 year ending on 30 April 2025.

6.18 The proposal to cease operating Caird Park Golf Course could contribute £335,000 a year, to Leisure and Culture Dundee's budget shortfall. There would however be costs to the Council as follows:

- If the land becomes an open space, managed by the Council it is estimated that the cost would be £27k per year in maintaining the open space once the course has closed.
- Dundee City Council currently lease the Caird Park Golf Club to the Trustees Ex Officiis for and on behalf of the Caird Park Golf Club. The lease continues a year-to-year basis at an annual rental of £5,000. The rateable value of the club is currently £7,500 p.a. If the Golf Course closes, the Trustees of the golf course may decide to terminate their lease with the consequent loss of rental and the Council becoming liable for payment of rates for the premises equating to £3,735 p.a. It should be noted that no discussions have taken place with the Trustees in this regard.
- The former Caird Park Golf Shop is currently being used as a store by LACD with no rates payable. Should LACD terminate their occupation of the former golf shop the Council would be liable for rates payable of £448.20 p.a.
- Accordingly, if either or both these premises became vacant, it would be intended to market the premises for lease.

6.19 Officers have considered suggestions made in the feedback from the consultation as follows:

- To increase the fees and membership would reduce the deficit position. However, fees and membership would have to increase by at least 250% e.g. Standard Adult (Mon – Sun) in 2024/25 is £330.00 could be priced at least £825.00, to provide a breakeven position, this figure is based upon 2023/24 full year information. In addition, membership numbers have dropped by 20% in last 12 months (reduced from 1,188 to 964). Golf memberships for 4 local private clubs range from £395.00 to £850.00 (average being circa £575.00)
- Reducing the opening times would only generate a small saving in staff costs per hour and would potentially lead to the public accessing the course without payment.
- A full review was carried out on improving maintenance of the course, however the review highlighted due to the age of the machinery there is a likelihood that a capital investment would be required from the ground maintenance contractor to replace the machinery. The ground maintenance contractor has indicated if the contract were to be renewed from the 1st of April 2025, there would be an increase in the annual charges of £100K which would cover the costs of new machinery. Based across a three-year contact this would be a £300K increase on current costs.

- The development of coaching would provide an income opportunity, however the costs of having a coaching resource to deliver the provision would limit the level of income generated.

6.20 Analysis of the consultation responses provided no practical options which would reduce the deficit position of Caird Park Golf Course significantly enough to make it viable going forward, it is therefore recommended that Caird Park Golf Courses cease to be operated from 30 April 2025. As the golf membership year runs from 1 April to 31 March each year, a Pay 2 Play only could be operated during the month of April 2025.

6.21 Neighbourhood Services has reviewed the scope for the ground's maintenance arrangements, and this would involve adjusting the current grass maintenance from a high amenity sports surface to a recreational parkland arrangement, which blends more appropriately into the surrounding setting of Caird Park. Several options have been considered as set out below with Option 2 being recommended:

Option 1 - Medium amenity parkland arrangement – costs £43,000 pa

Option 2 - Parkland greenspace maintenance with higher level of naturalised grass areas to support biodiversity development - costs £26,000 pa

Option 3 - Parkland greenspace which maximises naturalised grass potential and associated biodiversity potential – costs £23,000

6.22 This location will also contribute to the city's environmental objectives as defined within the Local Biodiversity Action Plan. This valuable greenspace will support Dundee's wider nature network, with increased biodiversity, habitat and climate resilient woodland development areas, as nature restoration funding becomes available, to allow this further enhancement.

6.23 Alternative opportunities, uses or redevelopment of the site could still be explored with interested parties and may require to be appraised subject to consultation with the Council's Head of Planning and Economic Development.

6.24 Closure of the golf courses will have staff implications for LACD, but in line with normal practices and in consultation with Trade Unions, re-deployment processes would commence.

7 POLICY IMPLICATIONS

7.1 This report has been subject to an Integrated Impact Assessment to identify impacts on Equality & Diversity, Fairness & Poverty, Environment and Corporate Risk. An impact, positive or negative, on one or more of these issues was identified. An appropriate senior manager has checked and agreed with this assessment. A copy of the Integrated Impact Assessment showing the impacts and accompanying benefits of/mitigating factors for them is included as an Appendix to this report.

8 CONSULTATIONS

8.1 The Council Leadership Team have been consulted in the preparation of this report.

9 BACKGROUND PAPERS

None.

GREG COLGAN
CHIEF EXECUTIVE

NOVEMBER 2024

JUDY DOBBIE
DIRECTOR OF LEISURE AND CULTURE DUNDEE

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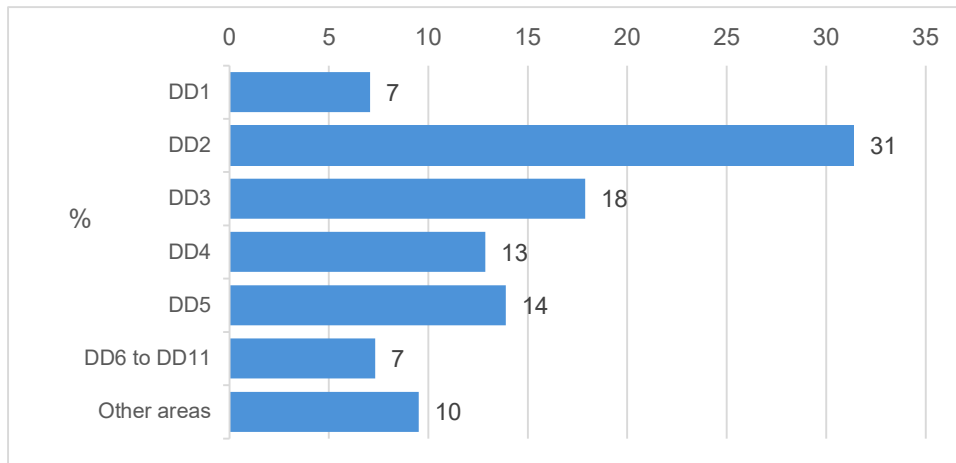
Mills Observatory Consultation

The consultation was carried out between 17th May and 28th June and was available to fill in online or via a paper copy which could be collected from libraries and community centres across the city. Four drop-in sessions were also held during May and June at Menzieshill Community Hub, 12 individuals attended these, including amateur astronomers, representatives from Dundee Astronomy Society and other bodies, including Dundee Civic Trust and Dundee University.

There were 901 responses in total to the survey, all questions were optional therefore the base number of responses for each question below will differ, results are provided as a proportion of those who answered each question. 874 responses were submitted online, and 27 paper copies were completed.

1. Where are you from?

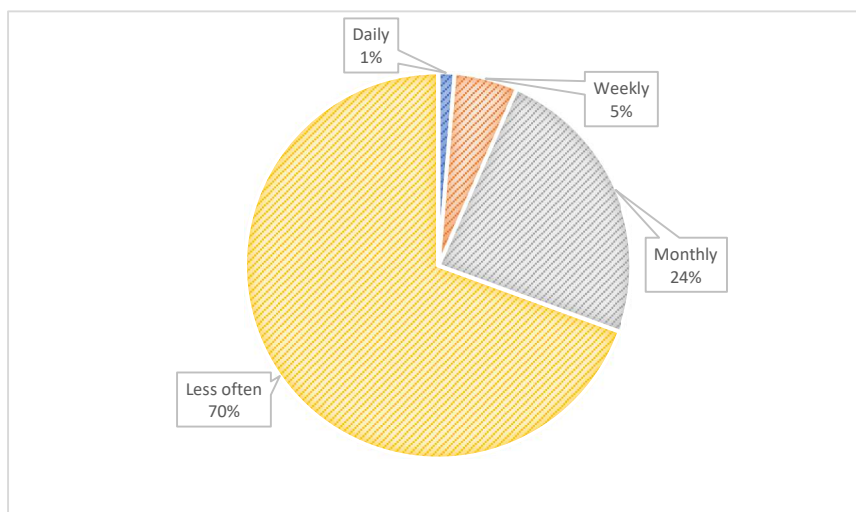
777 provided postcodes, with the highest response being from the DD2 area (31%) in Dundee City, 10% of responses were from outside Dundee and Angus including Perth and Kinross, Edinburgh and Glasgow.



Base:777

2. How often do you currently visit Mills Observatory?

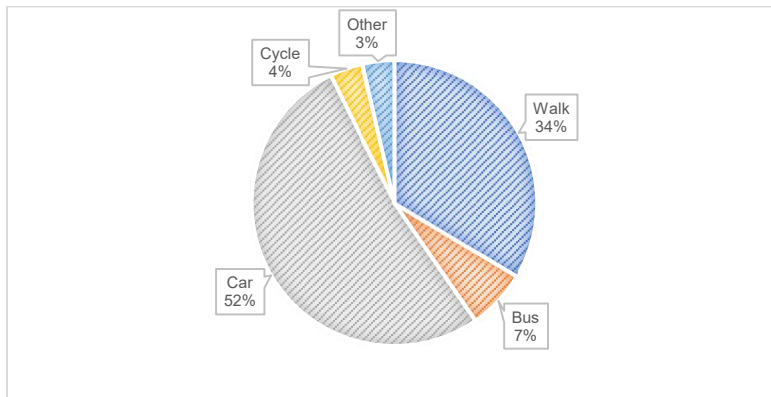
Almost a quarter (24%) of respondents visited Mills Observatory monthly, the majority (70%) said they visited less often.



Base:906

3. How do you travel to access it?

The most common method of travel was by car (52%) followed by walking (34%)



Base: 896

4. The options below are being considered for Mills Observatory - do you have any feedback or suggestions on these options or alternative suggestions?

- an alternative operator taking on the running of the observatory
- securing new funding, for example by way of grants or sponsorship, to support maintaining the service by Leisure and Culture Dundee or another organisation
- the closure of the building, with the council continuing to maintain its fabric
- community asset transfer, with the observatory becoming community owned and run

Feedback

823 respondents provided a response to this question, overall feedback was a strong sentiment against closing the observatory, many respondents considering it a valuable cultural and educational asset for Dundee therefore closure of it is seen as detrimental to the city. Respondents showed a willingness to explore multiple options, including alternative operators and new funding streams, if closure is avoided.

New funding

Many respondents supported the option of obtaining new funding to ensure the observatory's future. Suggestions included grants, sponsorships, crowd funding or working in partnership with other public bodies.

Opportunities for funding connected to STEM initiatives were highlighted alongside partnerships with innovators such as the Eden Project and local science and engineering businesses.

Alternative operator

Suggested alternative operators for running the observatory included universities (specifically Dundee University and St. Andrews University) or other institutions focusing on STEM, science centres, a private hire venue operator, local community organisations or a community trust.

Whilst there was support for finding a new operator, respondents had differing opinions on this, with some supporting it if long-term funding cannot be secured and others preferring community asset transfer or retaining current management with new funding sources. Concern was given about ensuring the observatory remains non-profit and accessible to all.

Community transfer

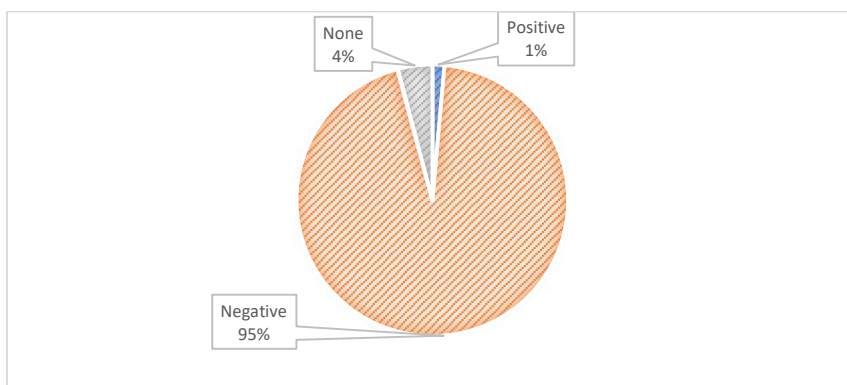
Many respondents supported involving the local community in running the observatory and felt that this would give more flexibility in raising funds. However, there were concerns about the risks and sustainability of community ownership due to reliance on volunteers and indicated that safeguards would be required if this model wasn't successful to ensure the observatory remained accessible to all.

Some saw community transfer as a viable option if LACD is unable to support it, while others are concerned about the removal of a publicly owned establishment and prefer the observatory remains under city ownership.

Responses reflected a strong community commitment to preserving and enhancing the Mills Observatory while ensuring its accessibility and cultural significance remain intact.

5. What impact would the closure of Mills Observatory have on you?

95% of respondents stated that closure of Mills Observatory would have a negative impact on them.



Base: 904

6. Please explain below what this impact would be

829 respondents provided a response to this. The main impacts highlighted included the effects that closure would have on educational opportunities, community engagement, cultural heritage, and the impact on the local economy.

Loss of Educational Opportunities

Many respondents stated that the observatory is an important educational asset for both children and adults, offering informative and engaging experiences therefore a key impact of closure would be the loss of the educational opportunities it offers. It was felt that it would result in decreased opportunities for the many groups who visit for outreach events, particularly youth groups such as scouts, brownies and school trips. Emphasis was given to the impact that closure would have in inspiring children and the community in STEM subjects.

It was highlighted by many that the observatory offers free and unique access to astronomy and closing it would remove a valuable, no-cost educational resource for the community and wider population of the city.

Negative Community Impact

Respondents felt that the loss of a valuable community asset would result in a decrease in wider community participation and the family-friendly activities available. The inability to afford other paying attractions in the city was highlighted as a reason for the importance of being able to access this free attraction.

Impact on local economy and social concerns

The risk of vandalism if the facility is closed and left vacant was highlighted by many respondents as impacting the city overall. Many stated that closure would impact on the communities in the city negatively as a derelict site would attract antisocial behaviour, making the surrounding parks and areas less appealing for community use.

It was felt that there would be an impact on tourism with closure potentially affecting the city's appeal, economic growth and related visitor spending. As the observatory is a unique attraction in Scotland, an impact of closure would be the loss of an attraction that brings in visitors from outside Dundee thus impacting local businesses.

Cultural impact

Many respondents felt that not having a unique and globally recognised asset of the city remaining under public ownership would jeopardise its preservation and long-term survival, also that the loss of a historical site would diminish the cultural heritage of Dundee.

7. Are there any changes that could be made to lessen any impact for you?

Of the 639 responses to this question most expressed strong support for keeping the observatory open and suggested various ways in which changes to current operations of the facility could be made to ensure that closure could be avoided.

Introducing revenue generating features such as a nominal or pay what you can entry fee, adding a café and a small shop was highlighted by many respondents as a method of generating additional revenue to cover operational costs.

Exploring partnerships with local organisations for collaborative events such as lectures, workshops, and stargazing nights, particularly during significant astronomical events was mentioned alongside the potential to rent out the space for private events or educational programmes. Many suggested that integrating the observatory more with educational institutions and local schools could be an option to maximise its impact.

It was suggested that options be explored for reducing opening days or hours during off-peak times while still maintaining core operating times.

Others suggested that the observatory could be integrated into the city tourist offering, and that increased visibility of it was vital to its future success, including it on the tour bus route alongside improved marketing of the facility through social media campaigns and partnerships with local businesses.

Engaging the community in discussions about the observatory's future would ensure that decisions are transparent, and that community input is considered to reduce any impact on community support and trust. Organise special events such as community family days or educational workshops to draw in different audiences and make the observatory a community hub.

8. Do you have any other feedback or further suggestions on alternative uses for this facility?

In addition to the responses already given in Q7 regarding suggested changes to reduce the impact of closure, 344 responses were given outlining the following alternate suggestions.

Review and optimise current operational practices to reduce costs without compromising service quality. Consider a community or nonprofit model for management to improve operational efficiency, explore cost reallocations from other council funded areas. Ensure that any new management continues to prioritise public access and educational outreach.

The development of an online booking system to encourage and ensure ease of access to visitors locally and from outside the city was raised as a potential improvement.

It was highlighted that formation of a working party consisting of individuals with an understanding of such a facility and its operations could be established, this group could include qualified personnel from similar institutions, representatives from local educational institutions, community organisations and volunteers. The group having clear roles for managing operation, fund raising and event organisation.

Alternative uses alongside the observatory which could raise funding were suggested such as EV charging points and photovoltaic panels to generate electricity, these processes could also provide further educational content to those visiting.

Collaboration with other local facilities such as the Eden Project, V&A, Discovery Point, Verdant Works, and the Unicorn could create combined visitor experiences and cross-promotional opportunities.

Key suggestions from analysis

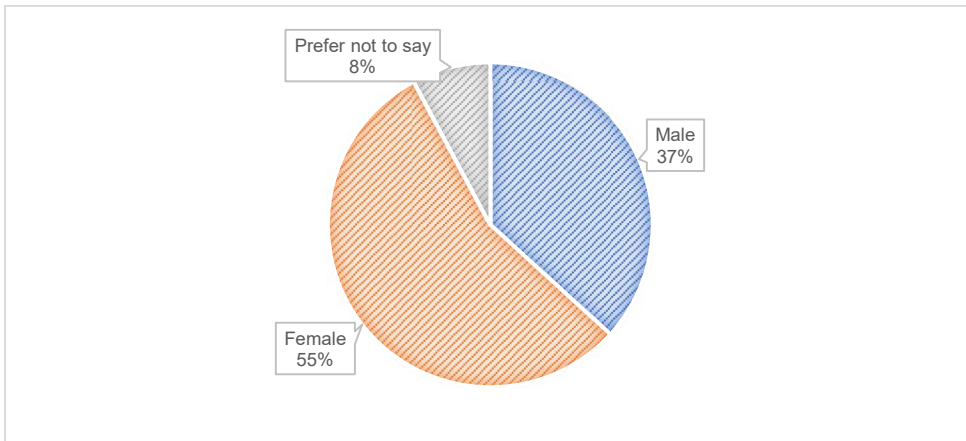
- Promotion of the facility via a marketing campaign
- Online booking systems
- Host special events and educational workshops
- Community involvement through volunteering
- Explore commercial potential to raise funds via:
 - Introduction of an entry fee
 - Development of a membership scheme
 - Partner with other local tourist attractions
 - Introduction of a café/shop
 - Hire out of space for private events
 - Special event tours
- Partner with universities and other science institutions
- Develop educational programmes with schools and youth groups
- Consider alternative management structures, including community ownership
- Secure funding via grants, sponsorship and crowdfunding

Demographics

Summary of respondents

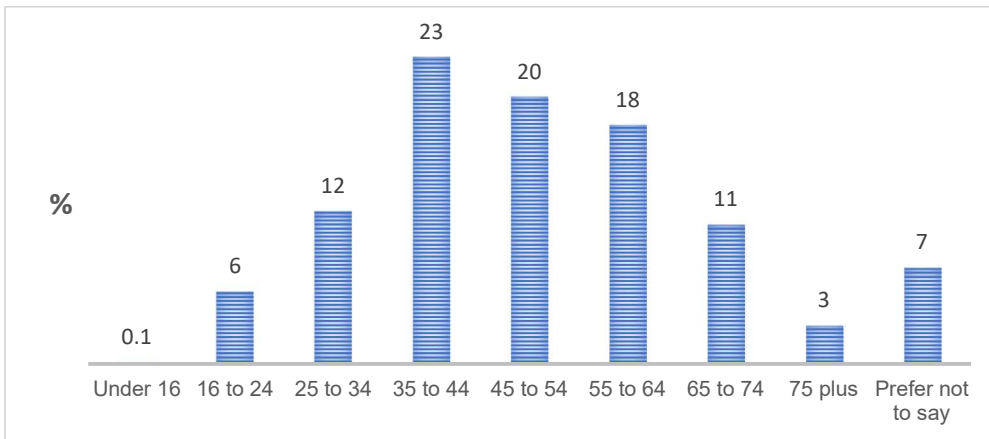
- 55% were female
- 61% were aged between 35 and 64 years old
- 17% had a disability
- 19% said day to day activities were limited due to a health problem or disability which has lasted, or is expected to last, at least 12 months
- 26% of those who stated they had a health problem or disability said this was due to long term illness, 19% stated that they had a mental health condition
- 64% stated that they were of white Scottish/British origin, 19% preferred not to answer
- 67% were of straight/heterosexual orientation, 26% preferred not to answer
- 78% stated that they did not have a trans history, 20% preferred not to answer
- 44% stated that they had no religion, 12% were Christian, 9% Church of Scotland, 7% were Roman Catholic
- 41% were married
- 53% were working full time, 19% retired
- 23% stated they gave help or support to family members, friends, neighbours or others because of a long-term physical/mental ill health problem or problems with old age

9. Are you?



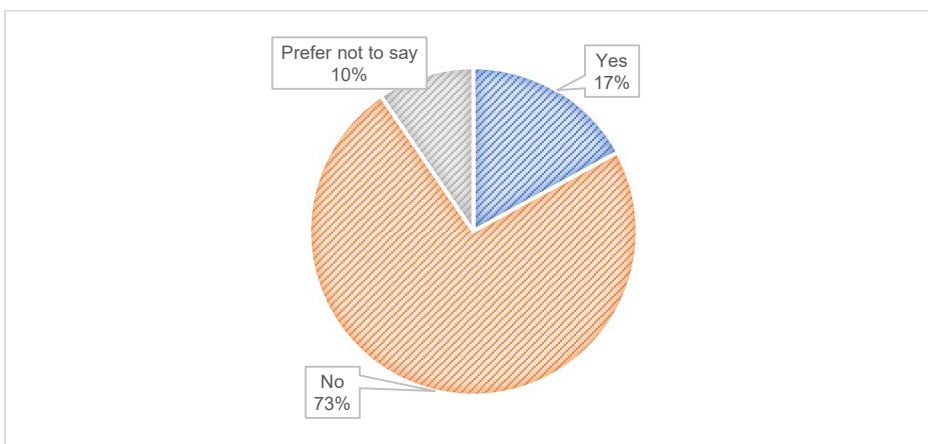
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10. What is your age range?



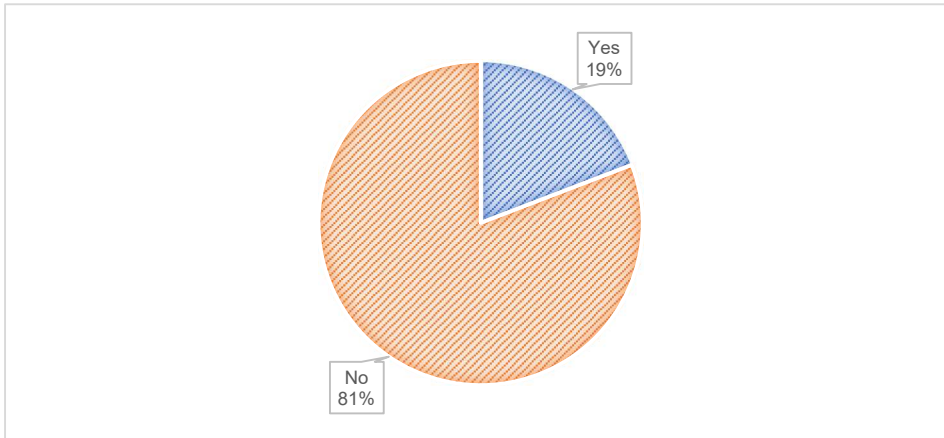
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11. Do you consider yourself to have a disability



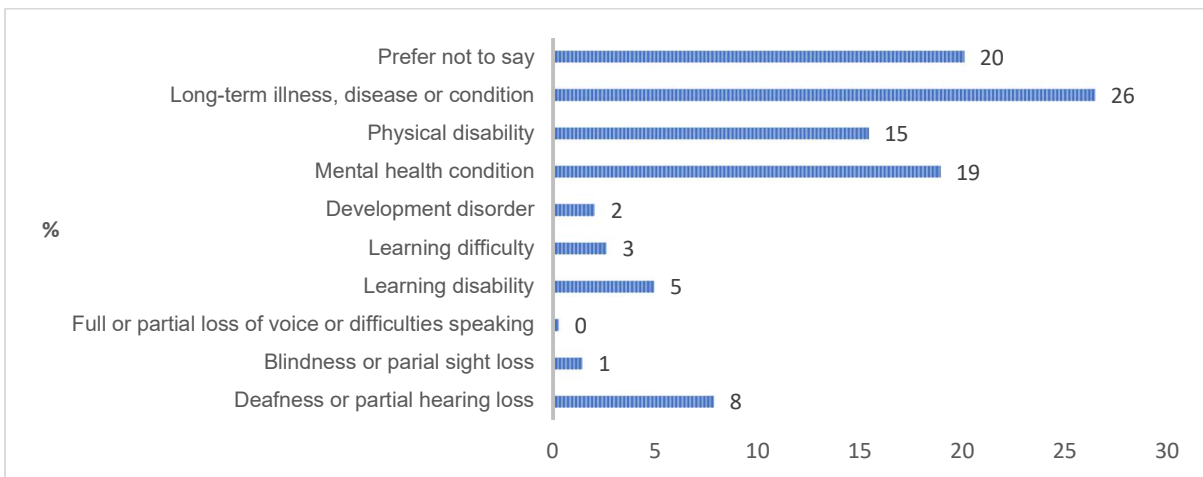
Base:881

12. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? Include problems related to old age



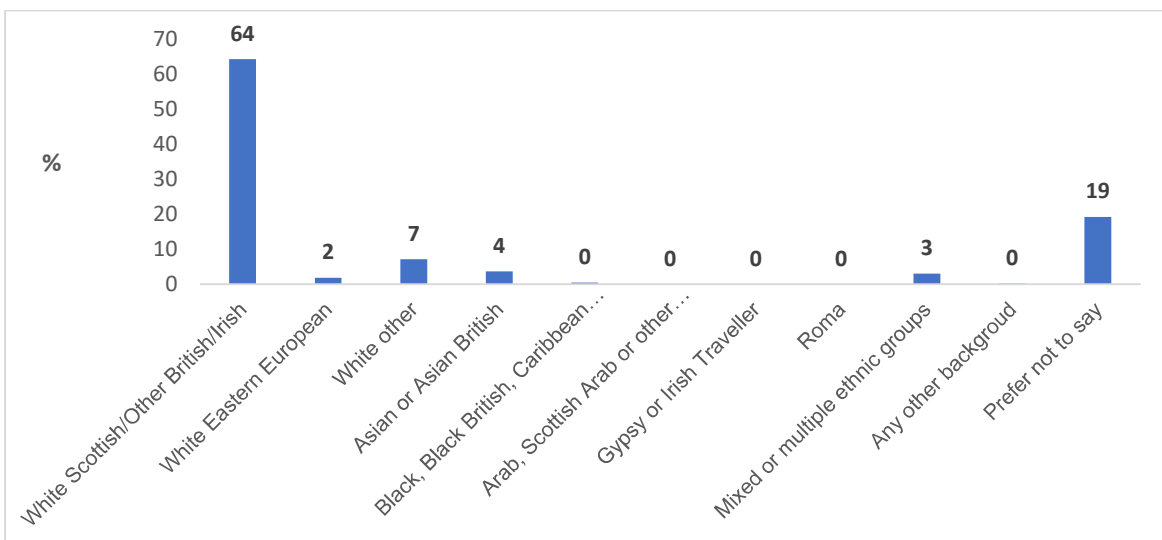
Base:862

13. If yes, tick all that apply



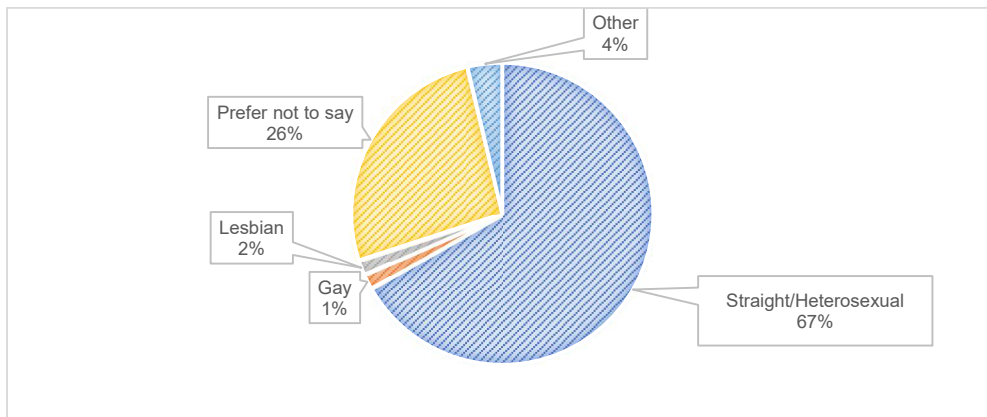
Base:252

14. What is your ethnicity?



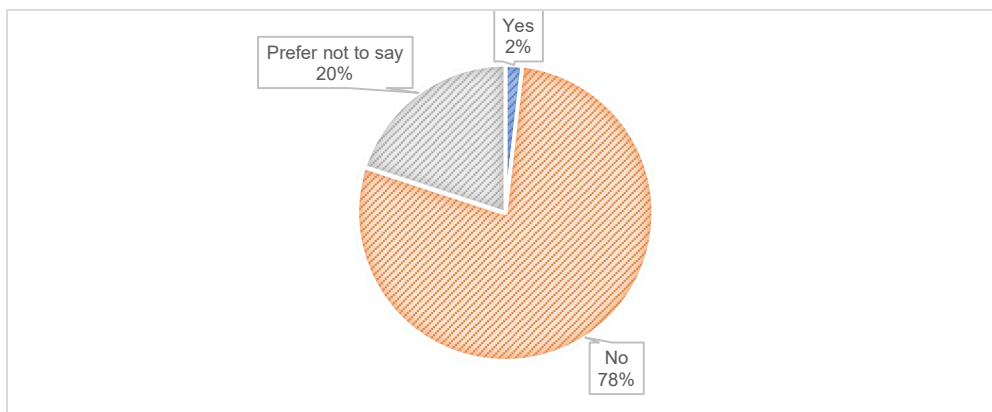
Base:882

15. What is your sexual orientation



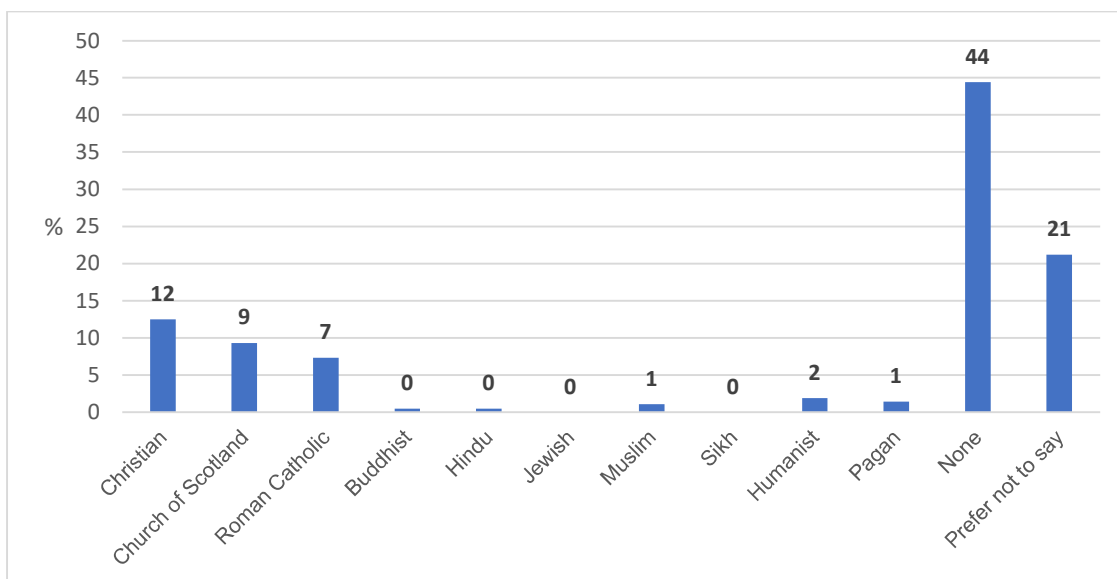
Base:863

16. Do you consider yourself to have a trans history?



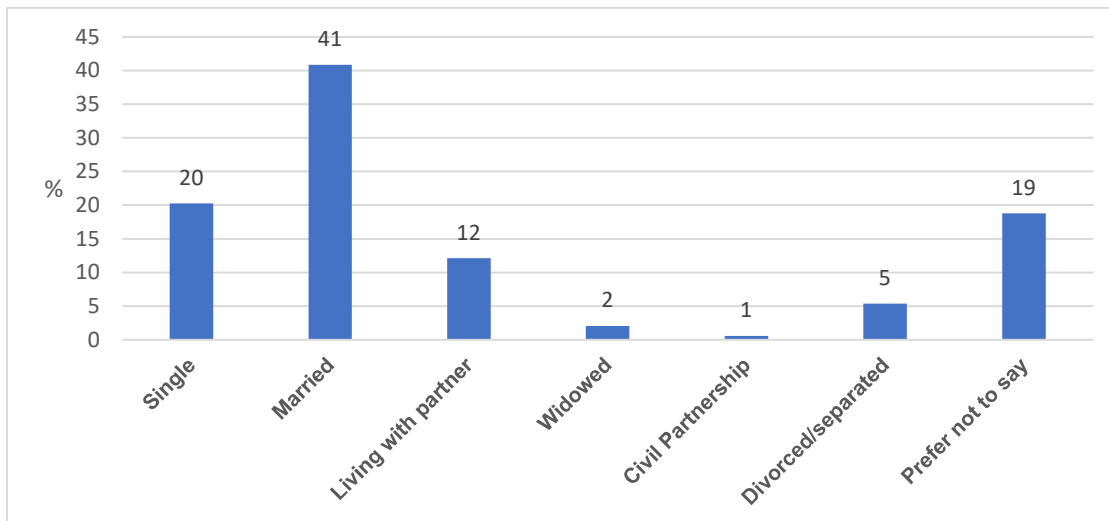
Base:866

17. What religion are you?



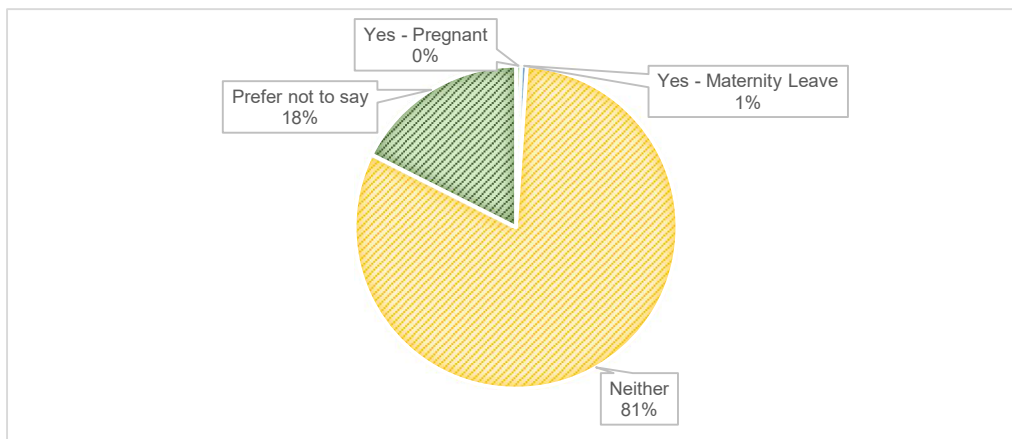
Base:868

18. What is your legal marital status?



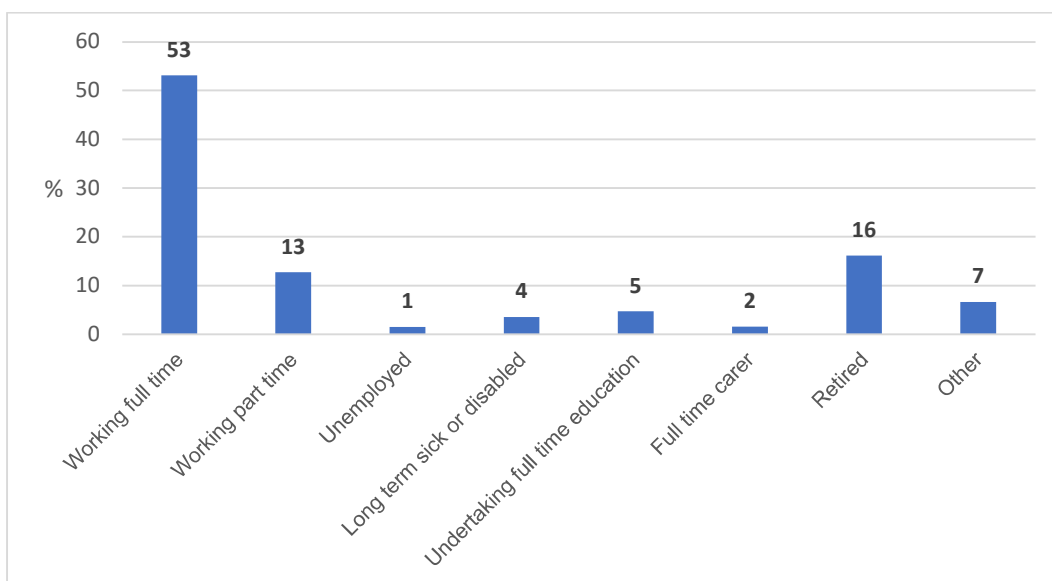
Base:874

19. Are you pregnant or on maternity leave?



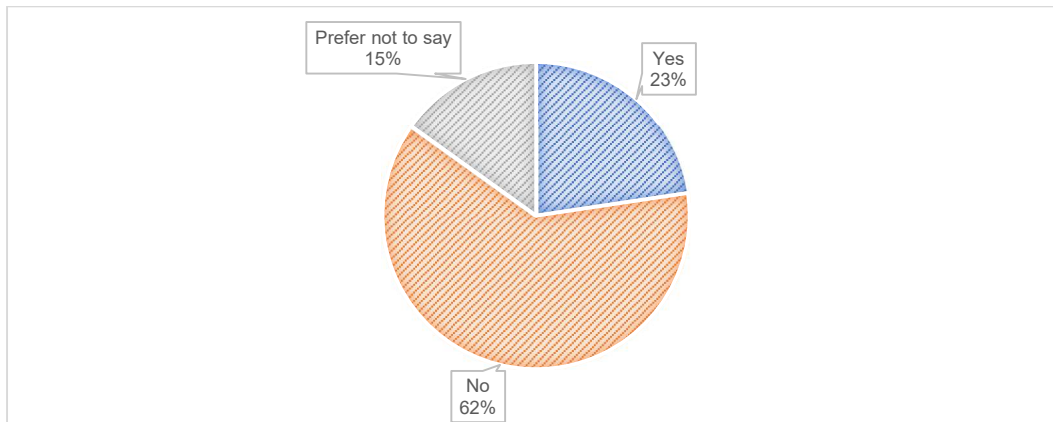
Base:842

20. What is your employment status?



Base: 872

21. Do you look after, or give any help or support to family members, friends, neighbours or others because of either: long term physical/mental ill health/disability; or problems related to old age? Do not count anything you do as part of your paid employment.



Base:868

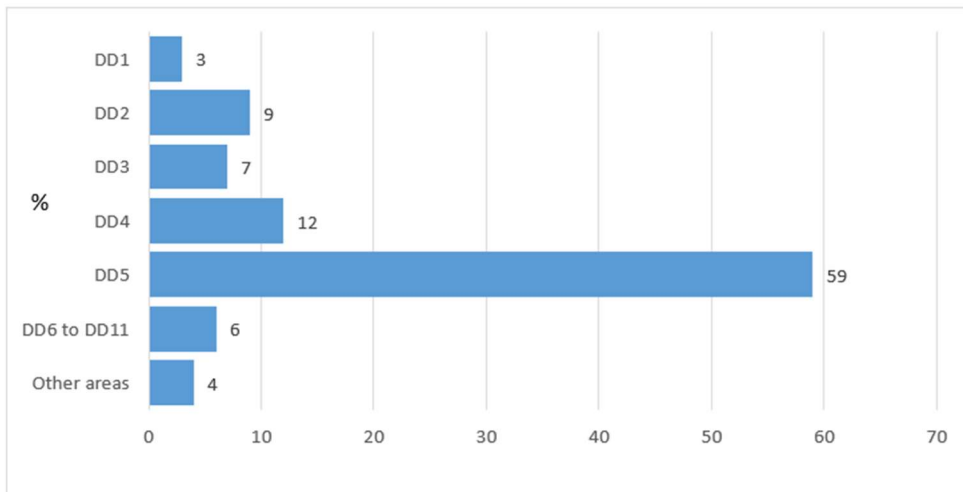
Broughty Castle Museum Consultation

The consultation was carried out between 17th May and 28th June and was available to fill in online or via a paper copy which could be collected from libraries and community centres across the city. Four drop-in sessions were also held during May and June at Broughty Ferry Library, 32 individuals attended these including representatives from the Friends of Broughty Ferry Library and Dundee Civic Trust.

There were 933 responses in total to the survey, all questions were optional therefore the base number of responses for each question below will differ, results are provided as a proportion of those who answered each question. 890 responses were submitted online, and 43 paper copies were completed.

1. Where are you from?

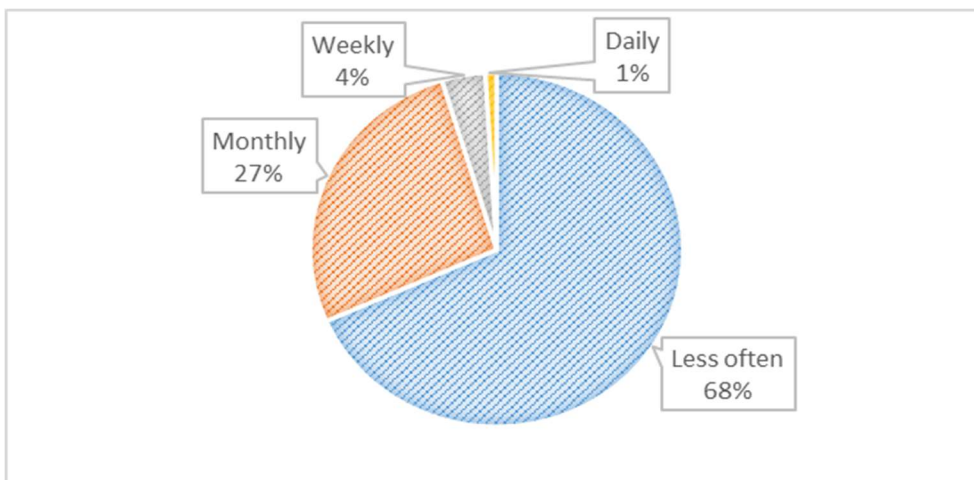
913 provided postcodes, with the highest response (59%) being from the DD5 area of Dundee City. 4% of responses from outside Dundee and Angus were from Perth and Kinross, Fife, Edinburgh, Glasgow, and Aberdeen.



Base: 913

2. How often do you currently visit Broughty Castle Museum?

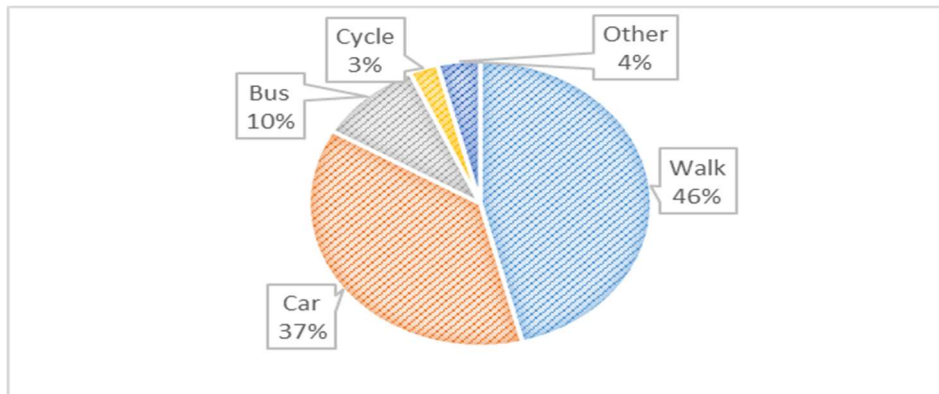
Over a quarter (27%) of respondents visit the Castle monthly while the majority (68%) said they visited less often.



Base: 927

3. How do you travel to access it?

The most frequent method of travel was walking (46%) followed by car (37%).



Base: 925

4. The options below are being considered for Broughty Castle Museum - do you have any feedback or suggestions on these options or alternative suggestions?

- securing new funding, for example by way of grants or sponsorship, to support a community-run facility
- the Council ending its lease with Historic Environment Scotland and returning the property to them. Collections in the Broughty Castle Museum would go into storage and become available for future exhibitions elsewhere in the city
- a community organisation taking on a lease or sub lease of the castle and working in partnership with Leisure and Culture Dundee to provide a community museum

Feedback

748 responses were received for this question, feedback showed a strong sentiment against closing the Castle, emphasizing the historical and cultural significance. The community advocated for funding solutions, increased community involvement, and enhanced visitor experiences to ensure its sustainability and continued public access.

Frequent feedback among respondents was **securing new funding** to keep Broughty Castle open for continued access and preservation of the museum. Suggestions included seeking grants and sponsorships, introducing affordable access in the form of a small entry fee, involving the community in fundraising efforts, and enhancing the visitor experience through improved marketing and advertising as well as organising more events.

Preservation and Accessibility

Highlighting a strong sentiment against closing the museum, emphasizing the historical and cultural significance of the Castle. Feedback showed concerns that exhibitions put in storage will not be accessible to the public. There was also particular concern about continued access to the grounds of the Castle.

Funding and Financial Support

Suggestions for securing new funding through grants, sponsorships, and community fundraising including forming community groups like 'Friends of Broughty Castle' to help raise funds.

Operational Models

Sentiments that the Council has a duty to preserve local heritage and holds the responsibility to manage and fund the museum. A community-run model raised questions on long-term sustainability due to

reliance on volunteers. While there is support for returning the lease to Historic Environment Scotland, there are fears the HES will not keep the Castle open or limit public access.

Enhancing Visitor Experience

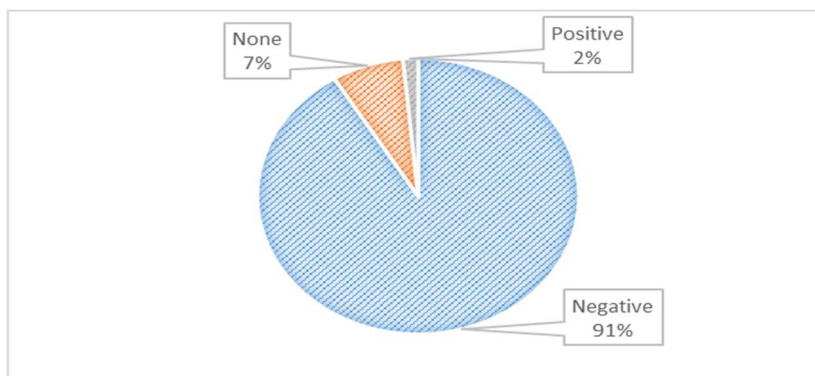
Suggestions to improve marketing and advertising to increase visitor numbers, as well as making the museum more engaging by hosting events, promoting it as part of the beachfront and active travel routes, and extending Dundee's tourist bus route to the Ferry. Emphasis on the Castle's potential for educational use, encouraging school visits and partnership with universities and historical societies. A view expressed by some participants was that the museum should provide a narrative of the area's history.

Financial Strategies

Introducing a low-cost entry fee, in particular for non-Dundee residents, however highlighting the possibility it may deter visitors. Another suggestion is to establish a donation scheme or creating a membership.

5. What impact would the closure of Broughty Castle have on you?

91% of respondents indicated the closure would have a negative impact on them.



Base: 927

6. Please explain below what this impact would be

842 respondents answered this question. The impact of closing Broughty Ferry Castle is regarded as a loss of cultural and historical importance, as well as a source of community wellbeing through its recreational and educational value. The feedback also reflects how the role of the Castle is seen in attracting tourists and for the Broughty Ferry economy.

Educational and Recreational Value

Closure would take away a local activity for family outings as well as deny children the educational experience the museum provides.

Moreover, the Castle is regarded as a community space as well as a source of relaxation and a way to spend leisurely time, a smaller number of respondents mentioned that closure could negatively impact those who rely on such activities.

Impact on Local Identity and Tourism Promotion

With the castle being a draw for tourists closure may lead to reduced footfall which could impact local businesses and hurting the broader economy of Broughty Ferry. Broughty Ferry will be seen as less appealing without its iconic symbol of the Castle. Feedback expressed concerns the Castle will suffer from neglect and vandalism if closed. Criticism of the perceived allocation of funding and awareness of other projects (V&A, Eden Project) in comparison to the Castle.

7. Are there any changes that could be made to lessen any impact for you?

654 respondents provided a response to this question showing a strong sentiment against closing the Castle. The most common feedback to mitigating impact was to reduce opening hours such as only during the summer, at weekends, and during school holidays. Another frequently mentioned mitigation is to have continued access to the grounds/courtyard as a socialisation area especially during the summer. This ties in with calls for improving the surroundings of the castle with seating, coffee facilities and informative displays about the area, for continued use of the harbour and its views. Finally, increased provision of (free) indoor activities in the area for all ages was suggested to mitigate the loss of a leisure destination.

Feedback however was mixed regarding mitigations for the Castle itself. Some respondents agreed to closure of the Castle under the condition of moving the museum part to another building in the Ferry or one of Dundee's other museums (McManus, V&A). Others were in favour of returning the lease or turning it into a space for community interest company, as long as the Castle and its museum remain accessible to the public.

Regarding disability, feedback suggested that Broughty Castle is not seen as disabled-friendly with the top floors being inaccessible.

8. Do you have any other feedback or further suggestions on alternative uses for this facility?

In addition to the suggestions provided in response to Q7, 576 respondents gave the following alternative uses as additional feedback.

Suggestions included to increase amenities and events such as restoring the golf section, adding a café or restaurant, hosting craft fairs and markets, live music events, film nights, and leasing the castle for private events including weddings. This would also aid in revenue generation.

A suggestion for continued public access was to turn it into a community library venue or a visitor centre for Tayside. Other suggestions include leasing the space as an office space to local businesses, as well as converting the castle and its barracks into holiday accommodation and a hostel.

Key suggestions from analysis

- Raise funds through:
 - Introducing an entry fee
 - Community fundraising
 - Adding a café
 - Donation scheme/membership
- Increase visitors by:
 - Hosting events, e.g. craft markets, music/film nights, private bookings
 - Include in tourism promotion, e.g. active travel route, and extend the tourist bus route
 - Collaborate with local schools for educational visits
 - Improve the surrounds of the castle, e.g. seating and informative displays
- Ensure continued access to the Castle grounds
- Reduce opening times, e.g. off-peak hours and seasonal closure

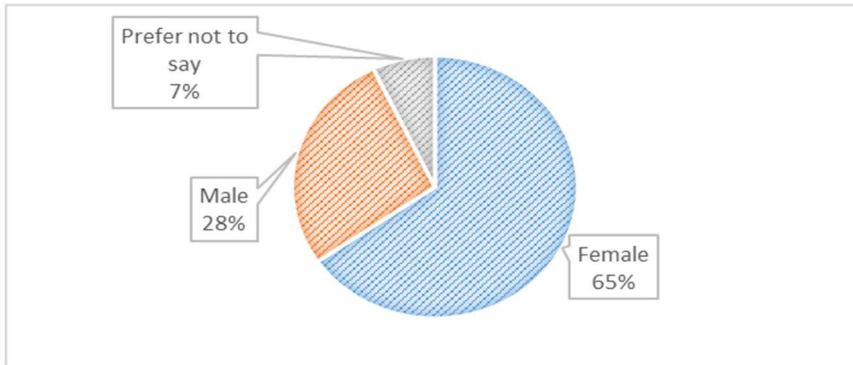
Demographics

Summary of respondents

- 65% were female
- 65% were aged between 35 and 64 years old
- 12% had a disability
- 17% said day to day activities were limited due to a health problem or disability which has lasted, or is expected to last, at least 12 months
- 28% of those who stated they had a health problem or disability said this was due to long term illness, 18% stated that they had a physical condition
- 87% stated that they were of white Scottish/British origin

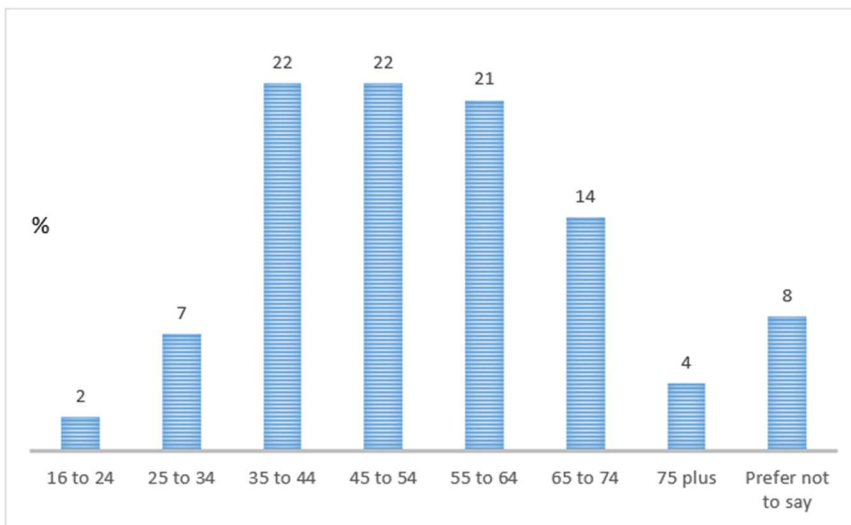
- 77% were of straight/heterosexual orientation, 20% preferred not to answer
- 80% stated that they did not have a trans history, 19% preferred not to answer
- 42% stated that they had no religion, 19% were Christian, 11% Church of Scotland, 9% were Roman Catholic
- 51% were married
- 50% were working full time, 23% retired
- 23% stated that they gave help or support to family members, friends, neighbours or others because of a long-term physical/mental ill health/disability, or problems related to old age

9. Are you?



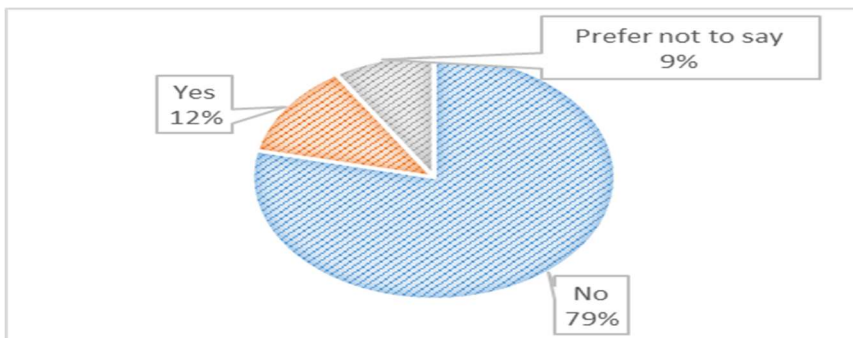
Base: 913

10. What is your age range?



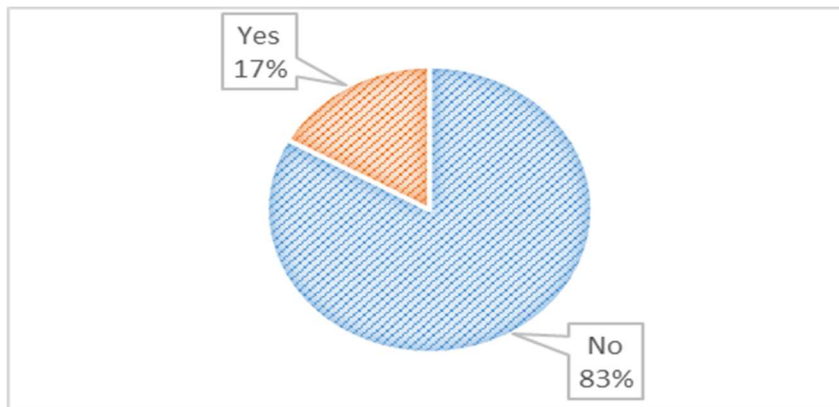
Base: 913

11. Do you consider yourself to have a disability



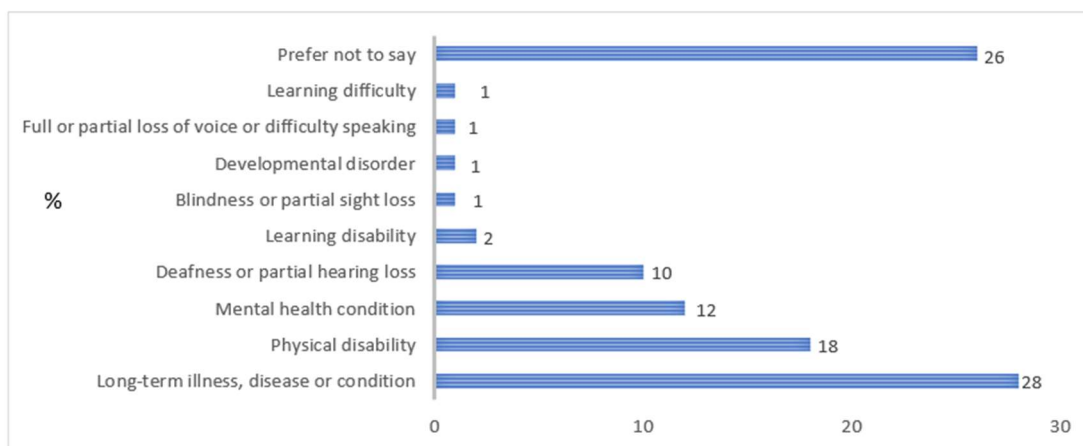
Base: 907

12. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? Include problems related to old age.



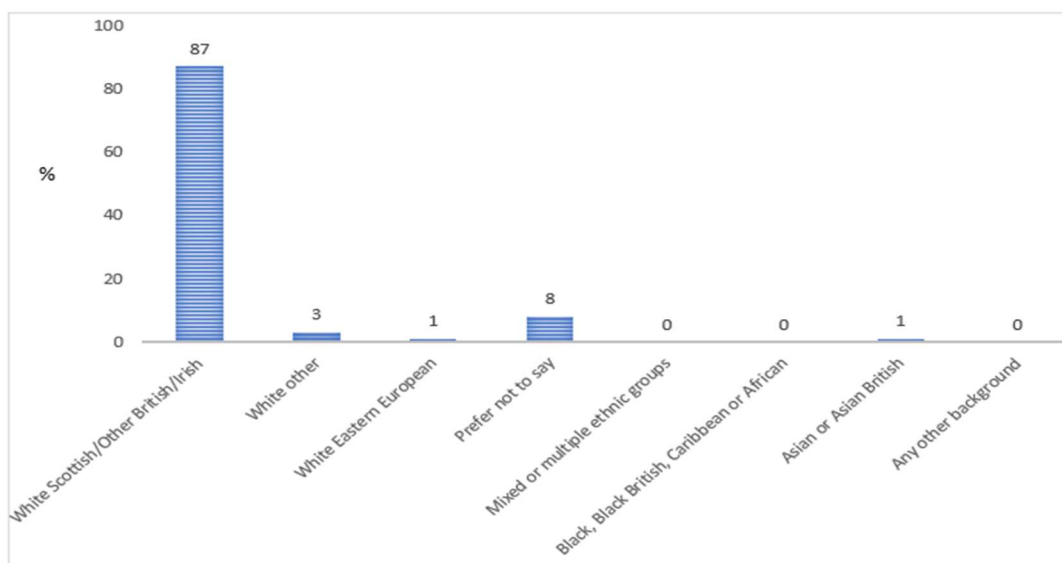
Base: 878

13. If yes, tick all that apply



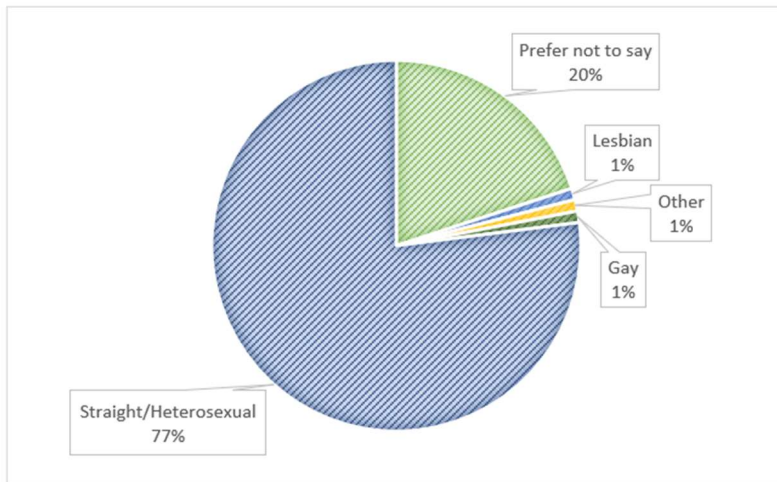
Base: 245

14. Please describe your ethnicity



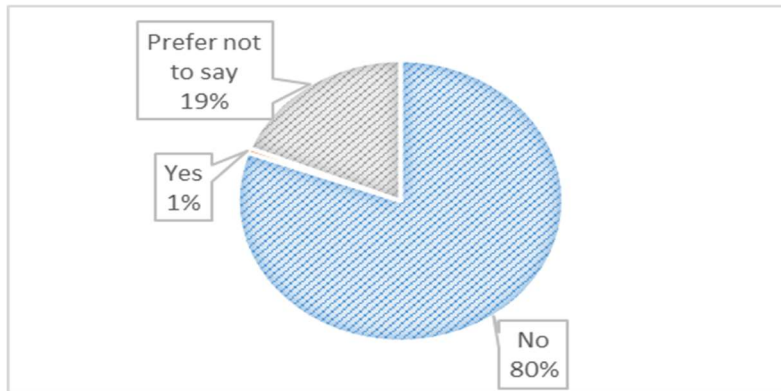
Base: 901

15. What is your sexual orientation?



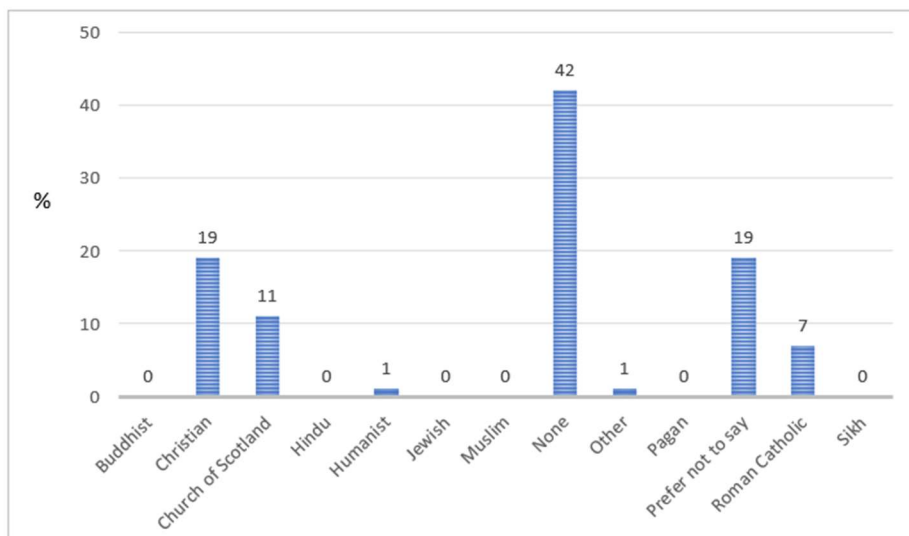
Base: 869

16. Do you consider yourself to be trans, or have a trans history?



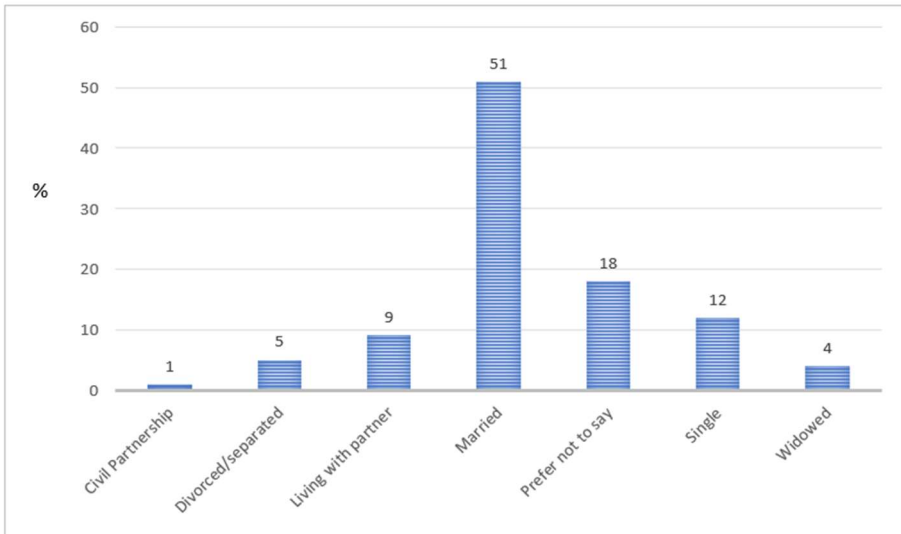
Base: 875

17. What religion are you?



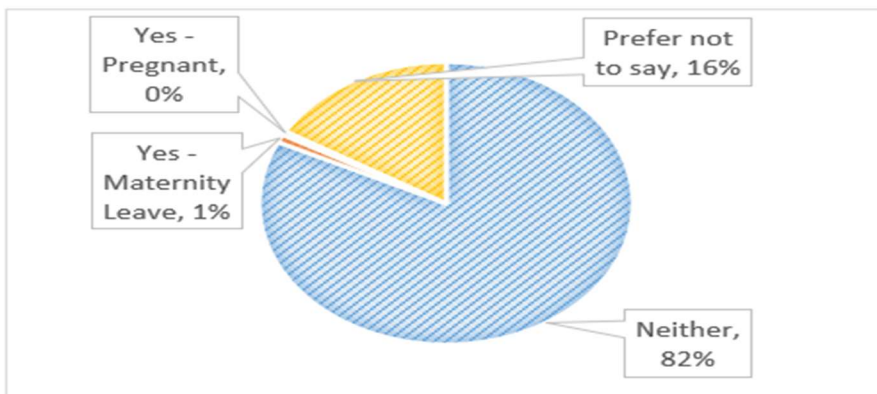
Base: 876

18. What is your legal marital status?



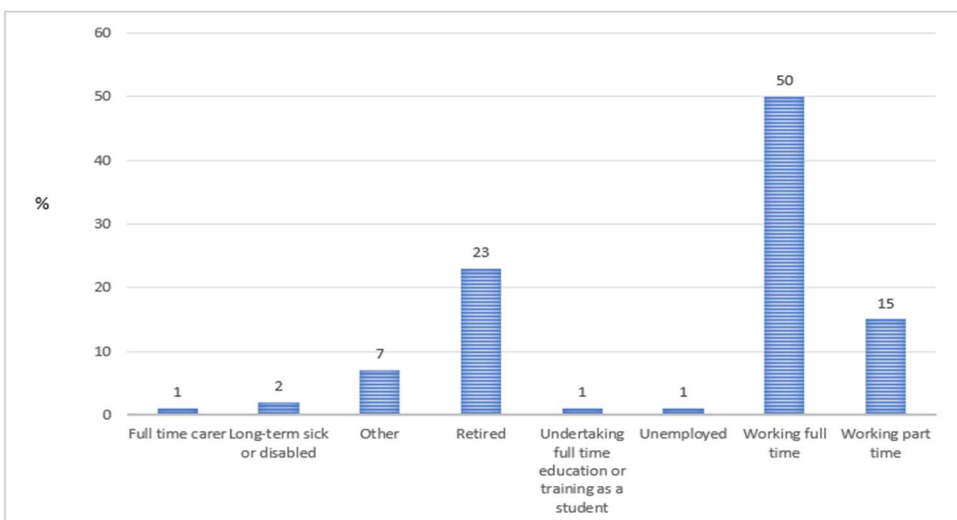
Base: 893

19. Are you pregnant or on maternity leave?



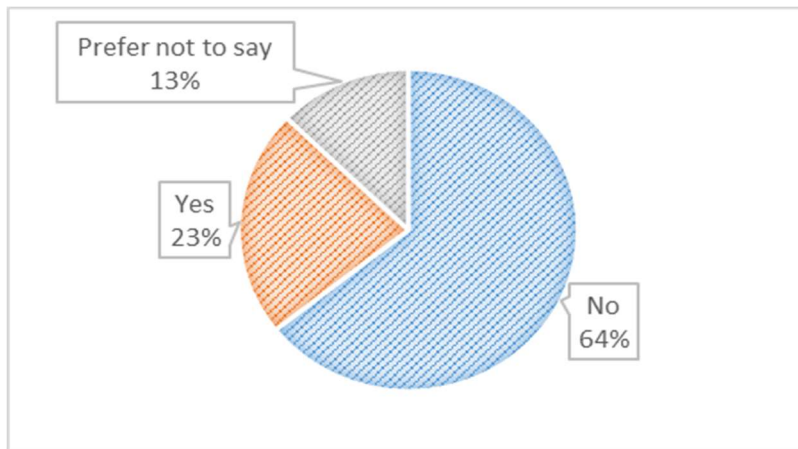
Base: 869

20. What is your current employment status?



Base: 885

21. Do you look after, or give any help or support to family members, friends, neighbours or others because of either: long-term physical/mental ill-health/disability; or problems related to old age? Do not count anything you do as part of your paid employment.



Base : 886

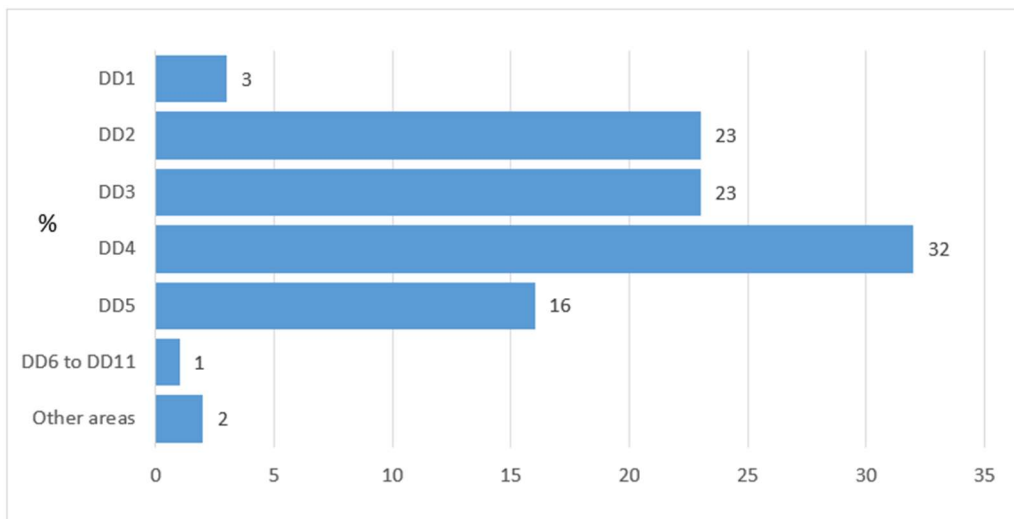
Caird Park Golf Course Consultation

The consultation was carried out between 17th May and 28th June and was available to fill in online or via a paper copy which could be collected from libraries and community centres across the city. Four drop-in sessions were held during May and June at the Regional Performance Centre, 52 individuals attended, including members of the Golf Club.

There were 598 responses in total to the survey, all questions were optional therefore the base number of responses for each question below will differ, results are provided as a proportion of those who answered each question. 465 responses were submitted online, and 133 paper copies were completed.

1. Where are you from?

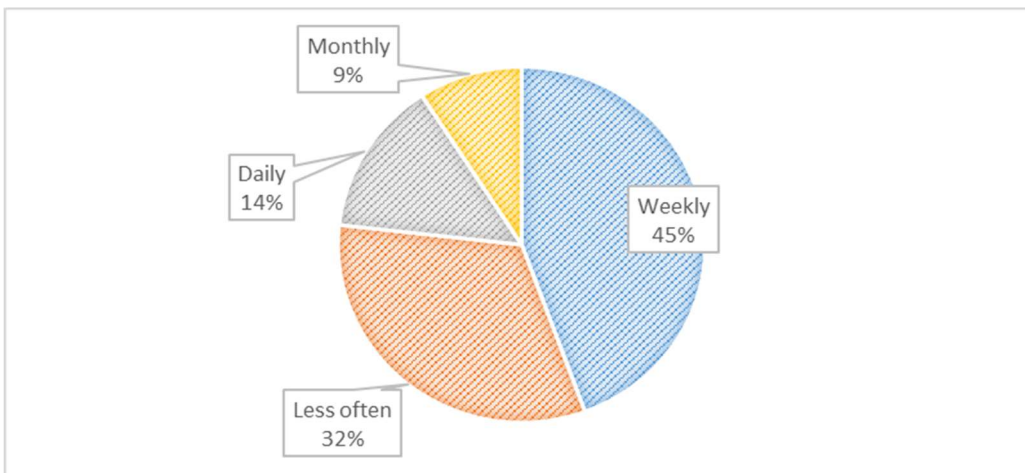
568 provided postcodes, with most respondents (32%) being from the DD4 area in Dundee City. Responses from outside Dundee and Angus (2%) came from Perth and Kinross, and Fife.



Base: 568

2. How often do you currently use Caird Park Golf Course?

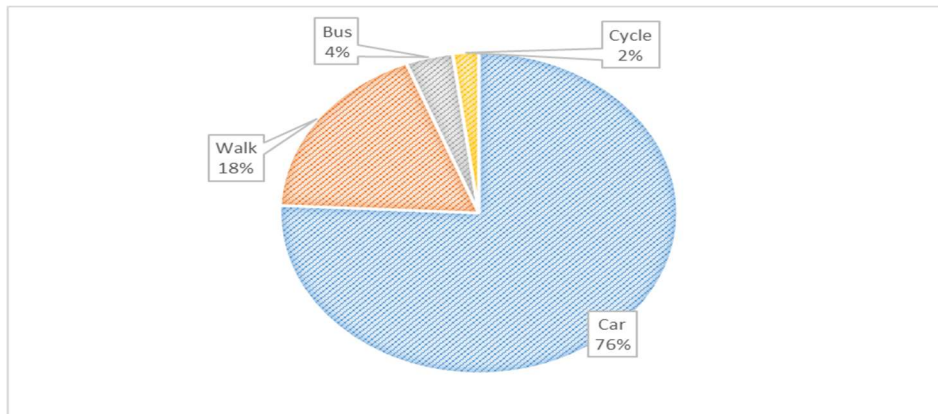
Nearly half (45%) of respondents visit Caird Park weekly while 32% said they visit less often.



Base: 590

3. How do you travel to access it?

The most frequent method of travel was by car (76%) followed by walking (18%).



Base: 573

4. The options below are being considered for Caird Park Golf Course – do you have any feedback or suggestions on these options or alternative suggestions?

- LACD continue to operate the golf course, but membership and round fees would increase to cover the full operating costs and no longer be subsidised;
- community asset transfer, with the course becoming community owned and run;
- an alternative operator taking on the running of the course;
- closure of the golf course, which could mean Caird Park becoming an open space managed by the council.

Feedback

550 respondents gave a response to this question, feedback showed respondents feel strongly for Caird Park to remain open, advocating for the city's only public golf course for health and wellbeing, and willing to explore alternatives such as fees and membership increases, followed by a community asset transfer, and alternative income generation.

Fees and Memberships

In general, those who advocate for the continuation of a golf course most frequently mention the introduction of fees and memberships, under the condition it remains affordable particularly to those on lower earnings. Affordability is crucial as private golf clubs are not deemed financially viable to join.

Closure

A partial closure of the course was also frequently mentioned, such as reducing opening times and closing one of the courses. Opinions were divided on whether to close the 9 or 18-hole course, with the former being described as beneficial for beginners and those with limited physical abilities. Another suggestion was to sell unused parts of land to generate income.

The responses were mixed with some opting to close it down in favour of an open space for wider recreational use which is accessible to the public, however, concerns were expressed about the continued maintenance of the grounds.

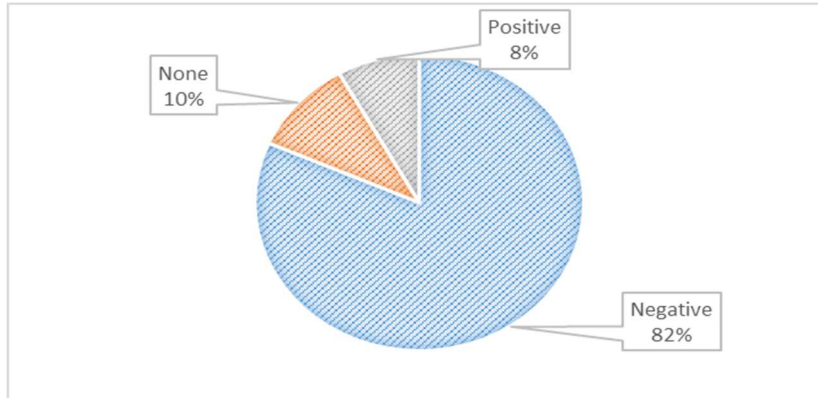
Increasing uptake

Respondents mention a lack of promotion and advertising of the course resulting in low participation numbers. To make the course more attractive, feedback suggested opening a café for park users and

to collaborate with community initiatives to boost awareness of Caird Park, such as social prescribing through the Green Health Partnership and promoting the course through Scottish Disability Sport.

5. What impact would the closure of Caird Park Golf Course have on you?

82% of respondents indicated closure of the golf course would have a negative impact on them.



Base: 592

6. Please explain below what this impact would be

Of the 550 responses to this question, the main reasoning for a negative impact is that open-air exercise is beneficial to social, physical and mental health, and closure would deny users a valuable well-being resource.

Wellbeing

Respondents most mention closing the course would result in a reduction in their physical activity. As golf is utilised as a meeting opportunity with friends, the loss of a socialisation opportunity is said to lead to loneliness and isolation. In terms of social wellbeing, respondents expressed they would lose their community and would not experience the same sense of belonging when joining another, private club. Mental health would also be affected by less time spent outdoors in green space, reduced motivation to get out of the home, and a loss of carer's respite.

Financial

Closure of Caird Park is seen as a loss of a low-cost activity, with respondents indicating they would not be able to afford joining private clubs elsewhere in the city which would also lead to an increase in transport costs.

Open Space

Feedback showed concerns about turning the course into an open park with fears it will lead to an increase in anti-social behaviour.

However, some respondents viewed the idea of an open park as a positive impact, where the green space is accessible for all residents to enjoy while allowing for continued conservation of existing wildlife in the park.

7. Are there any changes that could be made to lessen any impact for you?

446 respondents gave a response to this question, feedback shows strong support for the continued operation of the golf course, whether through an increase in fees and memberships or reduction of subsidies. If fees were to be increased, feedback requested this happens in a phased manner to allow time to adapt financially. If Caird Park becomes operated by a private club, a suggestion for mitigation was means-based subsidies.

To increase uptake of the sport, respondents suggested that Caird Park introduce taster sessions, lessons and coaching, as well as adding a driving range. To make Caird Park a more attractive facility, feedback suggests improving the condition of the course and turning the golf clubhouse into a community sports hub with a café and changing facilities. Additionally, providing a multitude of sports such as foot golf and disc golf may generate income. Alternatively, reopening Camperdown as the municipal golf course would mitigate the closure of Caird Park.

Many raised the issue of the current promotion of the course, with suggestions for improvement including making the course available for private bookings and events such as charity golf days, school clubs and hosting tournaments. Also, utilising golf tourism through reciprocal arrangements with municipal courses in surrounding local authorities, or week passes for golf tourists.

In the event the golf course ceases to operate, feedback requests alternative, low-cost, health-focussed activities to be provided for people of all abilities and ages. Moreover, mitigations would need to be considered to avoid vandalism and improve security. Finally, respondents express a wish to protect the pond, woodland areas, and wildlife regardless of the outcome.

8. Do you have any other feedback or further suggestions on alternative uses for this facility?

In addition to the suggestions provided in response to Q7, 414 respondents gave the following alternative uses as additional feedback.

Most of the feedback for alternative uses mention transforming the land into an open park with facilities including running/walking trails, picnic benches, enclosed dog park, camping area, and family-oriented play areas. Adding amenities such as a visitor centre and café could also provide revenue, as would hosting events on the grounds such as highland games.

Community initiatives were a common theme in the feedback with mentions of community-owned solar and wind power generation, allotment plots, and increasing native plants and trees for conservation of Caird Park's wildlife.

Key suggestions from analysis

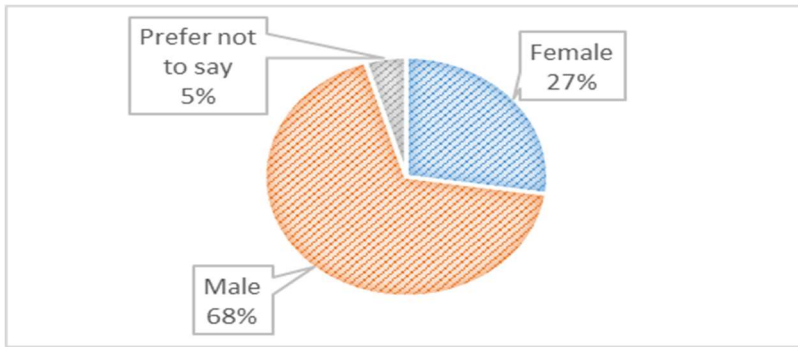
- increase fees and memberships
- reducing opening times and/or close one of the courses.
- increase appeal and raise funds through:
 - Improved maintenance of the ground
 - Offering classes and coaching.

Demographics

Summary of respondents

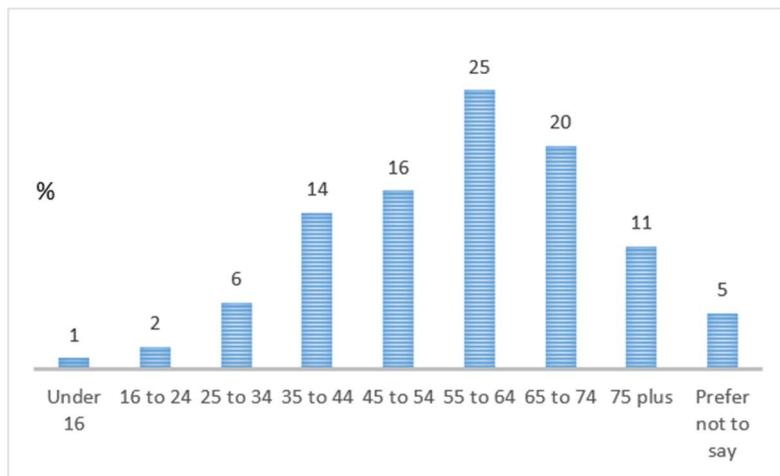
- 68% were male
- 56% were aged between 55 and 75 years old
- 16% had a disability
- 21% said day to day activities were limited due to a health problem or disability
- 23% of those who stated they had a health problem or disability stated that this was due to long term illness, 16% stated that they had a physical condition
- 91% stated that they were of white Scottish/British origin
- 82% were of straight/heterosexual orientation, 16% preferred not to answer
- 85% stated that they did not have a trans history, 14% preferred not to answer
- 33% stated that they had no religion, 16% were Christian, 18% Church of Scotland, 14% were Roman Catholic
- 53% were married
- 42% were working full time, 38% retired
- 22% stated that they gave help or support to family members, friends, neighbours or others because of a long-term physical/mental ill health/disability; or problems related to old age

9. Are you?



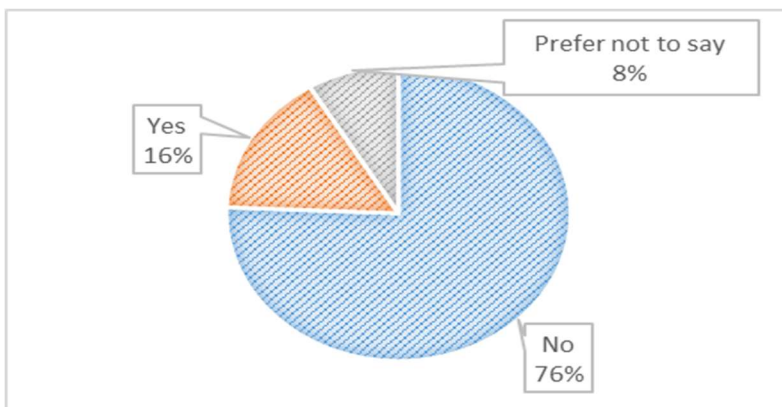
Base: 582

10. What is your age range?



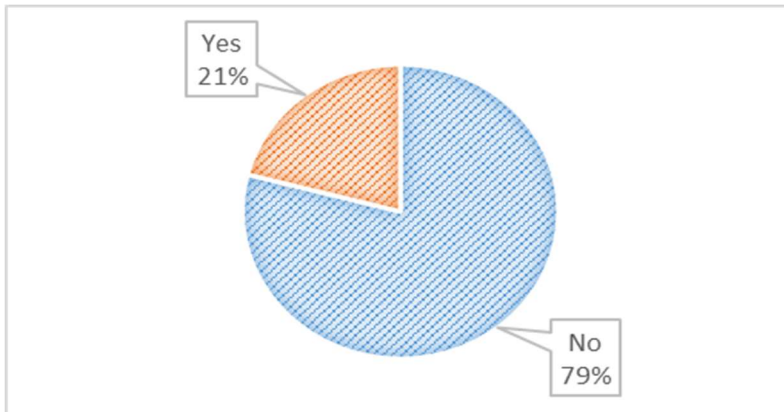
Base: 580

11. Do you consider yourself to have a disability



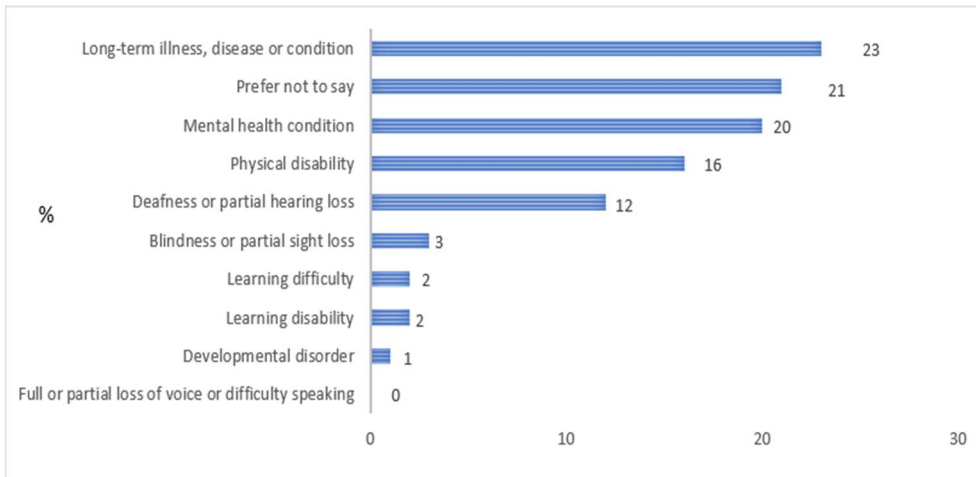
Base: 579

12. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? Include problems related to old age.



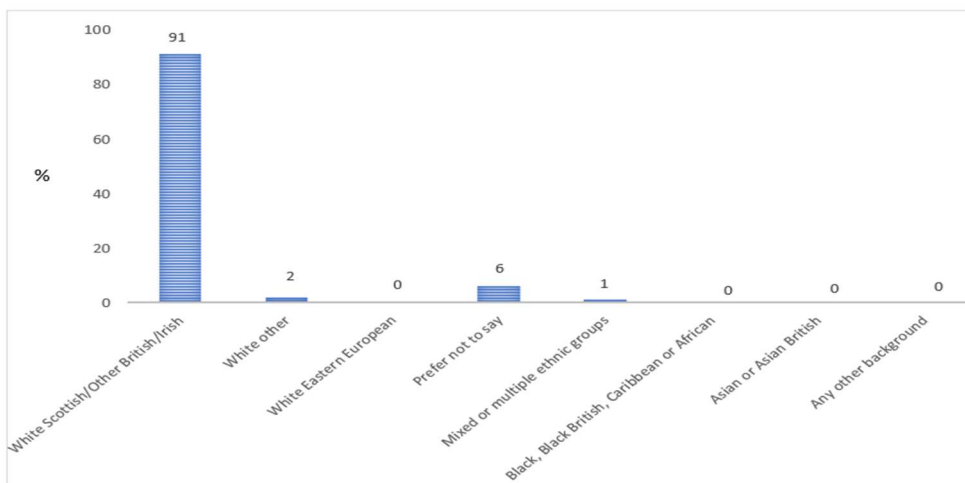
Base: 559

13. If yes, tick all that apply



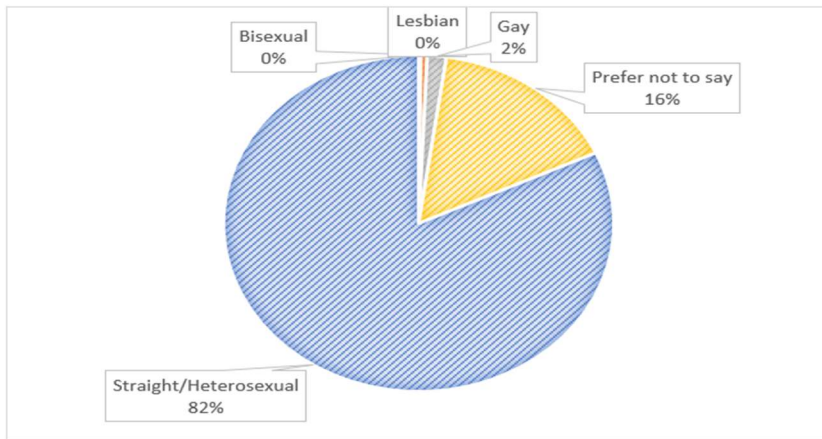
Base: 190

14. Please describe your ethnicity



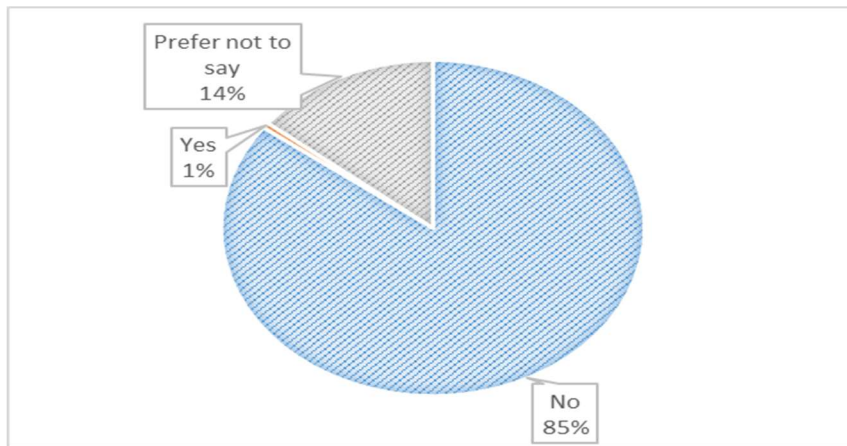
Base: 578

15. What is your sexual orientation?



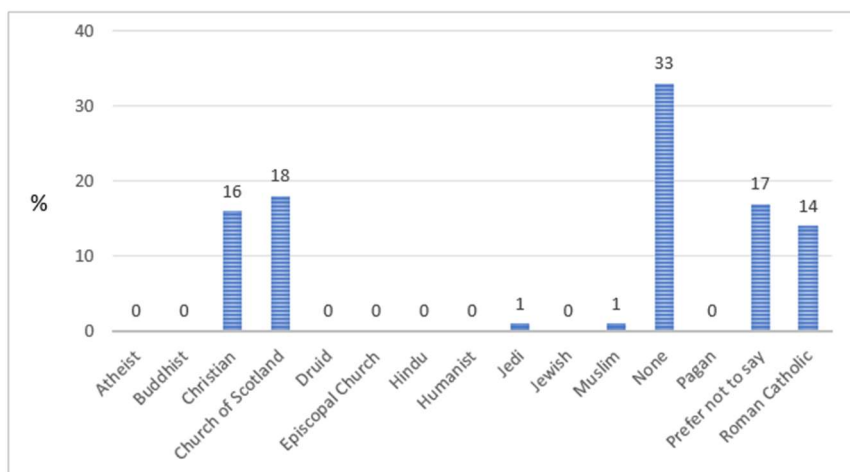
Base: 569

16. Do you consider yourself to be trans, or have a trans history?



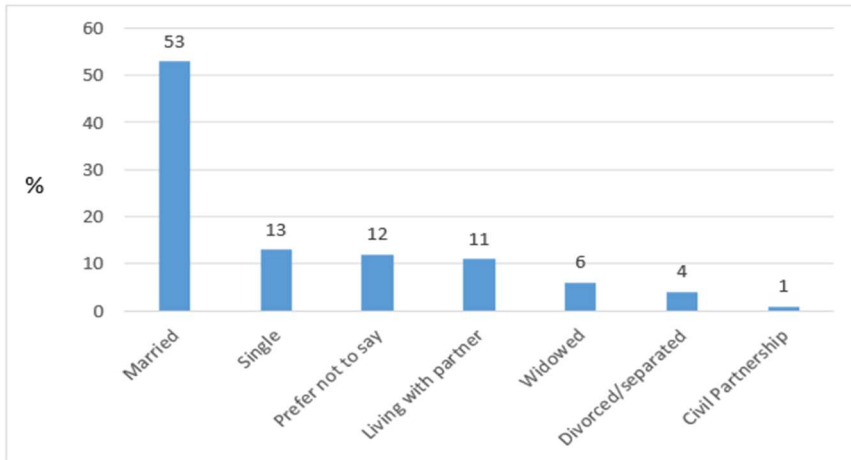
Base: 562

17. What religion are you?



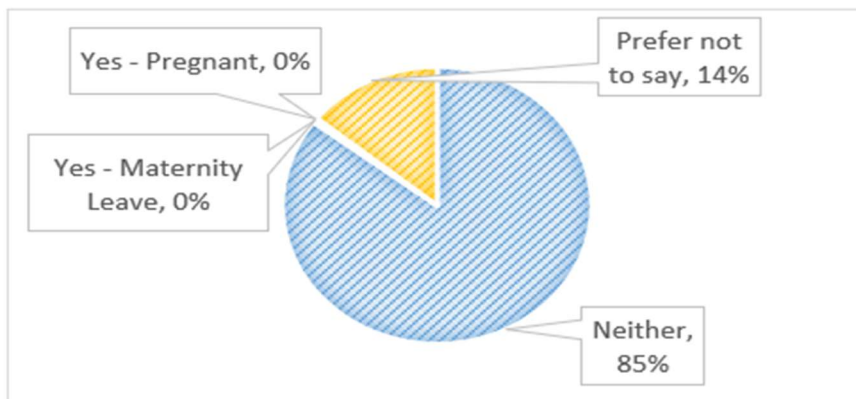
Base: 574

18. What is your legal marital status?



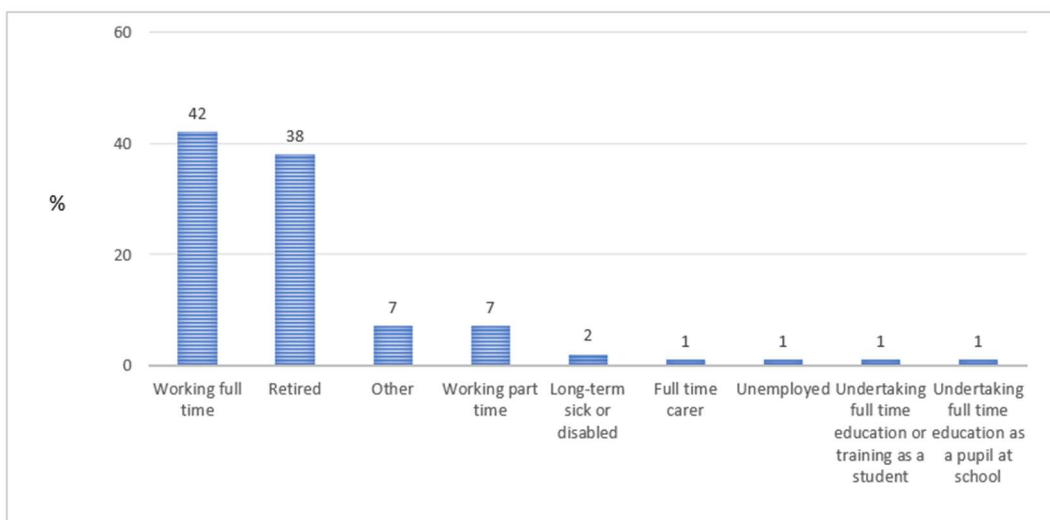
Base: 579

19. Are you pregnant or on maternity leave?



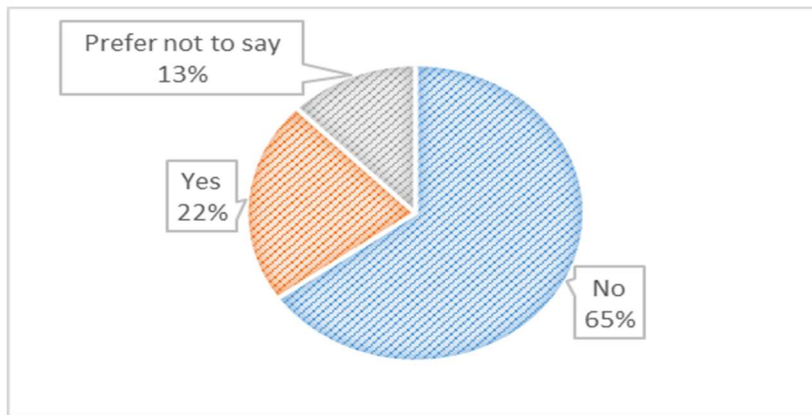
Base: 529

20. What is your current employment status?



Base: 580

21. Do you look after, or give any help or support to family members, friends, neighbours or others because of either: long-term physical/mental ill-health/disability; or problems related to old age? Do not count anything you do as part of your paid employment.



Base: 578

Integrated Impact Assessment

Committee Report Number: 323-2024

Document Title: Changes to Services Provided by Leisure and Culture Dundee

Document Type: Service

Description: This report updates the elected members on the results of the consultations on the proposals to change the services provided by Leisure and Culture Dundee and makes recommendations on changes to be implemented.

Intended Outcome: Proposed changes consider the views of the public received via consultation whilst assisting Leisure and Culture Dundee to move towards a balanced budget for 2025/26 onwards.

Period Covered: 01/04/2025 onward.

Monitoring: Footfall and activities held at the Mills Observatory will continue to be monitored over the period for which continued funding is available. Overall budget monitoring for LACD will continue to take place in order to ensure financial viability going forward.

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Equality, Diversity and Human Rights

Impacts & Implications

Age: Positive

Mills Observatory

Continuation of funding for the Mills Observatory will maintain and enhance the learning opportunities for children and young people because of ongoing engagement and partnership building with Scottish Enterprise, external funders, and schools to develop educational packages and potential future career opportunities within the space industry. These partnerships also have the potential to benefit adults and older people who make up a sizable proportion of visitors (19% of survey respondents were retired) through the offer of increased learning and engagement events.

Broughty Castle

Closure of the Broughty Ferry Castle Museum could potentially have a negative impact as it will reduce access to cultural venues for older people (23% of survey respondents were retired). A potential mitigation with the ending of the lease from the Scottish Ministers would be for Historic Environment Scotland to open the venue themselves, though this is out of the Council's direct remit to arrange. It is also worth noting that the majority of survey respondents (68%) indicated their frequency of visits was less than monthly, reducing the impact. There are also free cultural facilities available in the city centre that many citizens can travel to free due to having access to free bus travel. Leisure and Culture Dundee can

ensure that some of the current museum collections are displayed elsewhere in the local area, including at Broughty Ferry Library and the McManus Gallery.

Caird Park

Closure of Caird Park Golf Course will have a negative impact, with regular older users losing a venue for golfing activity and social interaction (39% of survey respondents were retired). Most users accessed the course by car (76%), and it is feasible that many could access an alternative course, not run by LACD (though costs may well be higher). Some promotion of other nearby courses that can be accessed could help to maintain the activity and social aspects for this group. The park will also be available for walking and other recreational activities.

Overall, the impact of maintaining Mills Observatory opening, the relatively small impact on older people of closing Broughty Castle and being able to mitigate for both that closure and that of Caird Park Golf Course leaves a net positive.

Disability: Positive

Mills Observatory

Continuation of funding for the Mills Observatory will maintain a cultural service accessed by people with disabilities (17% of survey respondents reported a disability). There is also the added benefit that any new partnerships and funding secured could enhance the visitor experience,

Broughty Castle

Although the closure of the Broughty Ferry Castle Museum could have a potential negative impact on people with a disability as it will reduce access to cultural venues, feedback from the consultation highlights that the Castle is not currently seen as disabled friendly with the top floor being inaccessible for many disabled people. (12% of survey respondents reported a disability). It is also worth noting that the survey respondents indicated their frequency of visits was less than monthly. If the castle were to be closed and the collections were moved to another local accessible venue, there would be potential for a greater number of disabled people to view these.

Caird Park

Closure of Caird Park Golf Course will however have a negative impact, as users with a disability lose a venue for golfing activity and social interaction (16% of survey respondents reported a disability). Mitigations would be like that note under Age above plus promotion of alternative options and activities run by the Council or LACD.

Gender Reassignment: No Impact

Marriage & Civil Partnership: No Impact

Pregnancy & Maternity: No Impact

Race / Ethnicity: No Impact

Religion or Belief: No Impact

Sex: No Impact

Sexual Orientation: No Impact

Are any Human Rights not covered by the Equalities questions above impacted by this report? No

Fairness & Poverty

Geographic Impacts & Implications

Strathmartine:	Positive
Lochee:	Positive
Coldside:	No Impact
Maryfield:	Negative
North East:	Negative
East End:	Negative
The Ferry:	Negative
West End:	Positive

The Lochee, Strathmartine, and West End wards will be positively impacted by the continuation of funding for the Mills Observatory (32% of survey respondents had DD2 postcodes).

The Ferry and North East wards would be negatively impacted by the closure of Broughty Ferry Castle Museum (59% of survey respondents had DD5 postcodes).

The East End, Maryfield and North East wards would be negatively impacted by the closure of Caird Park Golf Course (32% of survey respondents had DD4 postcodes).

The above are where the largest impact will be felt. Other wards not mentioned under each of the above will also have similar positive or negative impacts on a lesser scale. In addition, the rehousing of displays from Broughty Ferry Castle Museum could enhance the venue(s) that the collection is moved to, providing a positive impact for that area.

Household Group Impacts & Implications

Care experienced children, young people, or adults: Positive

Mills Observatory

Continuation of funding for the Mills Observatory will maintain and enhance the learning opportunities for children and young people, including those who are care experienced.

Broughty Castle & Caird Park

No Impact would arise for either the castle museum or golf course closures.

Carers: No Impact

Lone Parent Families: Positive

Mills Observatory

Continuation of funding for the Mills Observatory will maintain and enhance the free learning opportunities for children and young people in lone parent families.

Broughty Castle

Closure of the museum would remove a free venue available to lone parent families. It is worth noting that the majority of survey respondents indicated their frequency of visits was less than monthly. As mitigation, the collection currently housed in the museum could potentially be displayed in other venues which are free to access such as Broughty Ferry Library and the McManus Gallery.

Caird Park

Closure of the golf course and redevelopment as accessible parkland green space could provide a new or additional space for lone parent families to use.

Single Female Households with Children: Positive

See comments under Lone Parent Families above.

Greater Number of Children and/or Young Children: Positive

See comments under Lone Parent Families above.

Pensioners – single / couple: Positive

Mills Observatory

Improved partnership working going forward has the potential to benefit adults and older people, including retired adults who make up a sizable proportion of visitors (19% of survey respondents were retired) through the offering of increased learning and engagement events.

Broughty Castle

Closure of the museum would remove a free venue available to pensioners. As a mitigation, the collection currently housed in the museum could potentially be displayed in other venues which are free to access and more easily accessible by older people. There are also free cultural facilities available in the city centre that many citizens can travel to free due to having access to free bus travel.

Caird Park

Closure of the golf course and redevelopment as accessible parkland green space could provide a new place for pensioner households and their families to use.

Unskilled Workers or Unemployed: No Impact

Serious & Enduring Mental Health Problems: Negative

Mills Observatory and Broughty Castle

No Impact

Caird Park Golf Course

There could be a negative impact on the mental health of those with serious and enduring mental health problems that access the course to help with tackling these issues. Mitigation could include promotion of alternative activities for those affected to participate in.

Homeless: No Impact

Drug and/or Alcohol Problems: No Impact

Offenders and Ex-Offenders: No Impact

Socio-Economic Disadvantage Impacts & Implications

Employment Status: No Impact

Education & Skills: Positive

Continuation of funding for the Mills Observatory will maintain learning opportunities for children, young people, and adults alike.

Income: No Impact

Fuel Poverty: No Impact

Caring Responsibilities (including Childcare): No Impact

Affordability and Accessibility of Services: Negative

Mills Observatory

Positive that this affordable venue is to remain open

Broughty Castle

Closure would be the loss of a free to access venue. Potential mitigation for this is that Historic Environment Scotland may reopen the venue themselves or through another organisation.

Caird Park

Closure means that golfers may have to travel further to access another course and pay a higher fee to play. Mitigation for this is that the grounds will still be in place as parkland for outdoor exercise and recreation, and more accessible to non-golfers too.

Inequalities of Outcome Impacts & Implications

Cost of Living / Poverty Premium: No Impact

Connectivity / Internet Access: No Impact

Income / Benefit Advice / Income Maximisation: No Impact

Employment Opportunities: No Impact

Education: Positive

Continuation of funding for the Mills Observatory will maintain learning opportunities for all.

Health: Negative

Caird Park

There could be a negative impact on the health of those that access the course as a form of outdoor exercise. Mitigation could include promotion of alternative activities for those affected to participate in as well as enabling access to green space for a wider section of the population.

Life Expectancy: No Impact

Mental Health: Negative

See comments under Health above.

Overweight / Obesity: No Impact

Child Health: No Impact

Neighbourhood Satisfaction: Negative

Closure of two facilities could impact negatively on local perceptions of the neighbourhoods they are in. Mitigations for this would include the redevelopment of the golf course as an accessible parkland green space and the potential for the castle to be reopened by Historic Environment Scotland.

Environment

Climate Change Impacts

Mitigating Greenhouse Gases: No Impact

Adapting to the effects of climate change: No Impact

Resource Use Impacts

Energy efficiency & consumption: No Impact

Prevention, reduction, re-use, recovery, or recycling of waste: No Impact

Sustainable Procurement: No Impact

Transport Impacts

Accessible transport provision: No Impact

Sustainable modes of transport: No Impact

Natural Environment Impacts

Air, land & water quality: Positive

Closure of the golf course will enable positive development as a parkland greenspace to take place on the land it occupies as described in the report, albeit at some cost to DCC.

Biodiversity: Positive

Closure of the golf course will enable positive development as a parkland greenspace to take place, which will help to increase local biodiversity.

Open & green spaces: Positive

Closure of the golf course will enable positive development as a parkland greenspace to take place on the land it occupies as described in the report, albeit at some cost to DCC. This will facilitate the use of space by a wider range of Dundee residents for purposes other than golf.

Built Environment Impacts

Built Heritage: Positive

Positive – Mills Observatory is an almost unique building worldwide and keeping it in use shows Dundee is dedicated to maintaining its cultural heritage and the buildings involved in it.

Not Known – closure of the Castle Museum sends the opposite message but there could be an opportunity for Historic Environment Scotland to lease to another organisation or (re)open the castle themselves. In terms of mitigation, the displays will be able to be stored elsewhere and be available for future showing as part of the collection, potentially in a more accessible venue.

Housing: No Impact

Is the proposal subject to a Strategic Environmental Assessment (SEA)?

No further action is required as it does not qualify as a Plan, Programme or Strategy as defined by the Environmental Assessment (Scotland) Act 2005

Environmental Implications: No Anticipated

Corporate Risk Corporate Risk Impacts

Political Reputational Risk: Negative

The negative public response to the closure of two venues could outweigh the continued opening of one. Management of this via the Communications Team and other avenues should minimise the negatives as these venues are used less than other LACD-run cultural venues that were not considered for closure. Potential alternatives might arise (e.g., another organisation taking on either of the two closing venues)

Economic/Financial Sustainability / Security & Equipment: Positive

The savings from the closure of the two venues contribute a large proportion of the overall savings required by LACD to balance their budget.

Social Impact / Safety of Staff & Clients: Negative

Both proposed closures will reduce the level of social interaction overall. Considering the breadth of LACD's portfolio of opportunities, the relative reduction will be small.

Technological / Business or Service Interruption: No Impact

Environmental: Positive

Conversion of the golf course to parkland will help to improve the biodiversity within the space, adding to Dundee's environmental credentials.

Legal / Statutory Obligations: No Impact

Organisational / Staffing & Competence: No Impact

Corporate Risk Implications & Mitigation:

There are moderate levels of risk associated with the subject matter of this report. However, having undertaken a full analysis of the upside and downside risks there is a clear benefit in what is proposed, and we are satisfied that adequate

controls are available to mitigate the downside risks. The downside financial exposure to the Council is less than £250,000 and this together with other areas of risk can be effectively managed.

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