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EXTERNAL SERVICES/PROVIDERS MONITORING GROUP TUESDAY, 6 JUNE 2023

A MEETING of the EXTERNAL SERVICES/PROVIDERS MONITORING GROUP will be held VIA MICROSOFT TEAMS on TUESDAY, 6 JUNE 2023 at 2.00 pm

J. J. WILKINSON,
Clerk to the Council,

30 May 2023

BUSINESS		
1.	Apologies for Absence	
2.	Order of Business	
3.	Declarations of Interest	
4.	Minute (Pages 3 - 8) Minute of the Meeting held on 7 March to be noted. (Copy attached.)	2 mins
5.	Performance Review 2022/23 - Live Borders (Pages 9 - 36) Consider report by Director Resilient Communities. (Copy attached.)	20 mins
6.	Any Other Items Previously Circulated	
7.	Any Other Items which the Chairman Decides are Urgent	
8.	Future Meeting Dates The future dates were scheduled as follows: <ul style="list-style-type: none">• 5 September 2023 at 2pm• 5 December 2023 at 2pm• 27 February 2024 at 2pm• 4 June 2024 at 10am	2 mins
9.	Items Likely To Be Taken In Private Before proceeding with the private business, the following motion should be approved:- “That under Section 50A(4) of the Local Government (Scotland) Act 1973 the public be excluded from the meeting for the following items of business on the grounds that they involve the likely disclosure of exempt information as defined in paragraph 6 of Part 1 of Schedule 7A	

	to the aforementioned Act.”	
10.	Minute (Pages 37 - 40) Consider Private Section of the Minute of the Meeting held on 7 March 2023 for approval and signature by the Chair. (Copy attached.)	2 mins

NOTES

1. **Timings given above are only indicative and not intended to inhibit Members’ discussions.**
2. **Members are reminded that, if they have a pecuniary or non-pecuniary interest in any item of business coming before the meeting, that interest should be declared prior to commencement of discussion on that item. Such declaration will be recorded in the Minute of the meeting.**

Membership of Committee:- Councillors M. Rowley (Chair), P. Brown, M. Douglas, J. Greenwell, S. Hamilton, E. Jardine, J. Pirone and E. Thornton-Nicol

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**SCOTTISH BORDERS COUNCIL
EXTERNAL SERVICES/PROVIDERS MONITORING GROUP**

MINUTES of Meeting of the EXTERNAL
SERVICES/PROVIDERS MONITORING
GROUP held via Microsoft Teams on
Tuesday, 7 March 2023 at 2.00 pm

- Present:- Councillors M. Rowley (Chair), P. Brown, M. Douglas(until 4pm),
J. Greenwell, S. Hamilton, E. Jardine and E. Thornton-Nicol
- Apologies:- Councillor T. Weatherston
- In Attendance:- Director Strategic Commissioning and Partnerships, Director Resilient
Communities, Director Infrastructure and Environment, Chief Officer Audit and
Risk, Chief Officer Roads, Portfolio Manager (J. Lamb), Contracts Manager
(P. McNulty), Estimator (M. Douglas), IT Client Manager (N. Byers), E.
Jackson (Live Borders), J. Wordsworth-Goodram (CGI), and Trainee
Democratic Services Officer.

1. ORDER OF BUSINESS

The Chair varied the order of business as shown on the agenda and the Minute reflects the order in which the items were considered at the meeting.

2. MINUTE

There had been circulated copies of the Minute of the Meeting held on 29 November 2022.

DECISION

AGREED to approve the Minute for signature by the Chair.

3. CGI CONTRACT PERFORMANCE

- 3.1 There had been circulated a report by Jen Holland, Director Strategic Commissioning & Partnerships. This report presented key information with respect to the CGI contract for the full year 2022 and key updates on performance to date. It provides Elected Members with key information on the governance of the contract, updated information on the transformation programme being delivered with CGI including the recently approved Social Work Pathfinder transformation programme, key performance information with respect to the service delivery of the contract and a note of key issues associated with contract management, including change requests signed in the quarter and Impact Assessment status. This report was designed to be read in conjunction with the appended slide presentation, which provided further detailed information on each of the aforementioned areas. Meetings of the various groups that oversee the contract including this quarterly meeting of the ESPMG were highlighted. These were all “green” during Q1 Q2 Q3 and Q4 to end December 2022.
- 3.2 Mr John Wordsworth-Goodram presented the slides which highlighted key information from the report. With reference to the paragraph 3.3 of the Minute of 29 November 2022, a Transformation Status update on the Social Work Pathfinder Programme was summarised. Project Teams were in place across the workforce and full progress updates were to be provided to this committee. The Digital Transformation Board met fortnightly to monitor progress. The plan was in the delivery phase and was due to be completed by August 2023, with a complete timeline of the Pathfinder programme

- provided in the slide deck. An overview of the Transformation Roadmap was provided and work had been carried out by the Council Management Team to prioritise all current proposals for transformation works based on a detailed list of principles and outcomes. All future digital proposals were to be considered through this process to ensure strategic alignment and allocation of resources.
- 3.3 A summary of key projects concerned with 'Applications' and 'Infrastructure' and their current status was provided. Each of the projects has been RAG assessed and commentary had been provided against each status. With regards Applications, two projects had been completed since the last report. Two projects were on hold - Tech Forge Cloud and Legal EDMS - with two projects currently Amber both delayed, one due to connectivity issues with CGI currently working to progress and one due to HLD delays. In relation to Infrastructure, of the eleven projects detailed, three had completed since the last report, two were RAG assessed as green, four projects were amber and two projects were RED. The two red project were projects impacted by third party supplier pressures with Paton Street near completion with works prioritised between SBC and CGI. Of the four projects with an amber status the Mac Book deployment was delayed due to the firewall works and was now progressing, of the Primary WAN 36 of the 43 sites were now surveyed by BT with the remaining seven sites pending, the Lync decommissioning had four of eight changes implemented with the next changes scheduled 9th March 2023 and Family WIFI rewrite was concluded in all but one site and a potential solution was being reviewed.
- 3.4 A summary of Key Performance Information was given with key successes as follows: a reviewed change management process was being trialled; work was being undertaken to streamline further along with a service desk improvement plan; and the Pulsant firewall issue had now been identified and the third party provider were working on a fix. Challenges had included the service desk which had seen significant amounts of incidents and work orders over August and September where the resultant backlog had led to two severe incidents, one serious and two minor SLA failures. The backlog had been cleared by the end of 2022 and a rectification plan was submitted to SBC. User Satisfaction had scored low throughout the reporting period and the percentage of Users' responses had increased significantly. A Get To Green plan had been proposed based on User feedback and necessary action was being taken. A visit to the Cardiff based Service Desk had been scheduled for next week, with Jen Holland and Nick Byers in attendance, to ascertain how the service could be further improved. Information was provided with respect to the key deliverables of the contract across 71 performance measures. There was one red KPI target over Quarter 4 which related directly to failure rectify incidents within the agreed timeline. There were four red KPI key performance failures and eight amber KPI failures from October to December. Service delivery was reported as being below the 99.9% target at 98.99% for both P1 and P2 application availability during January 2023, with Northgate Revenue and Benefits system and the Scottish Welfare Fund access system being affected. A summary of Change requests with outstanding Complex Impact Assessments was provided and additional resource and skill sets had been allocated to ensure their timely progression; lessons were being taken forward and all IAs were now imminent. A timeline was to be provided to members.
- 3.5 Community benefits were highlighted and included sponsorship across Borders Key events, CGI river clean and the CGI Cyber escape experience which had returned to the Borders in February and was attended by local businesses and education institutions. The CGI South team had raised £1000 for Prostate Cancer Scotland and £320 had been raised for Mission Christmas. A number of teams and clubs had also been sponsored and CGI were seeking to increase this with a further 5 nominations received.
- 3.6 On the matter of recruitment, it was reported that the Tweedbank office was now fully operational with a recently appointed recruitment manager who resided locally. CGI currently employed 69 members in the Borders region and had 103 members working on Borders activity. There had been an additional six roles recruited since the last update in Commercial, Contracts, Project Management and Training. Planned recruitment involving Codeclan (who were focused on retraining) included 2 software developers, 3 graduate apprentices, 4 project delivery roles, 23 service desk members and 10 test automaton engineers with the two latter roles to be based in Tweedbank.

- 3.7 With regards to ticket backlogs around the Christmas period it was confirmed that future forecasting had been completed to ensure that adequate resource was in place. In response to a question on how tickets were prioritised, Mr Wordsworth-Goodram agreed to share the procedure with members. Mr Wordsworth-Goodram also undertook to circulate the Service Catalogue to members to provide information on what was available to purchase. In response to a question about lower user satisfaction, it was agreed that a detailed update on planned improvement was to be brought to the next meeting. Additionally it was agreed that the number of user satisfactions surveys sent out and those completed be provided ahead of the next meeting. Work around creating more omni channel support was to be considered, specifically 'Amelia', a chat bot function to help with the simpler enquiries such as password reset which would allow more complex issues to be dealt with by the service desk.

DECISION

NOTED:

- (a) the report and the associated slide deck; and,
- (b) the information provided within the report and the associated slide deck detailing the performance of the CGI over the full year 2022.

The meeting was adjourned at 14:40pm.

4. **PRIVATE BUSINESS**

DECISION

AGREED under Section 50A(4) of the Local Government (Scotland) Act 1973 to exclude the public from the meeting during consideration of the business detailed in the Appendix to this Minute on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 8 of Part I of Schedule 7A to the Act.

5. **CGI CONTRACT PERFORMANCE**

Members considered the report by Director Strategic Commissioning and Partnerships.

6. **SBC CONTRACTS SUMMARY TO 31 DECEMBER 2022**

Members considered the report by Director Infrastructure and Environment.

7. **MINUTE**

Members considered the Private Section of the Minute of the Meeting held on 20 September 2022.

DECISION:

AGREED the minute.

The meeting resumed at 14:50pm.

8. **LIVE BORDERS PROVISION AGREEMENT PERFORMANCE**

- 8.1 There had been circulated a presentation by Ewan Jackson, Chief Executive Live Borders the purpose of which was to inform members of the charity's vision, mission, purpose and values. An overview of the services offered and associated location map of their 60+ venues was provided and comprised gyms/fitness centres, swimming pools, sports pitches/halls, libraries, museums, visitor attractions, town halls and community centres across the region. The six strategic goals for 2018-2023 were outlined: expand participation levels; grow earned income; develop new funding streams; great customer

service; ensure the charity is sustainable; and nurture employees and instil pride in their role. Delivery of these strategic goals had been adversely affected by the pandemic, the cost of living crisis and a significant increase in energy costs. The 2022/23 operating context was one of continued recovery from the impact of Covid-19 with a focus on revenue generation and programming for the future. Performance was monitored via a number of Key Strategic Indicators (KSI) which aligned to the Strategic Goals. These were detailed in the Service Provision Arrangement (SPA) between Live Borders and Scottish Borders Council and were reported on a quarterly basis together with the Financial KSIs. As agreed with SBC, KSIs 7 and 17 were no longer reported.

- 8.2 Live Borders had a number of key external partners with whom services were developed to serve the communities; sportscotland; Creative Scotland; SOSE; Scottish Borders College among others. A number of these partners not only provided funding but also supported the delivery and improvement of existing services and the development of new ones.
- 8.3 Governance of Live Borders was provided by the combination of the Board of Trustees/Directors and by the Service Provision Agreement (SPA) held with SBC which consisted of meetings attended by both parties, and additional SBC sub-committee meetings at which Live Borders were attendees. An interim structure had been put in place at the end of September 2022 following the departures of Director of Business Services, Director of Operations and Director of Commercial Services. A permanent structure was to be in place from April 1 2023 and comprised of Chief Executive Officer with responsibility for the three Sports, Culture and Communities clusters, Chief Operating Officer and Strategic Programmes Manager.
- 8.4 A summary of each service was provided with an overview of each one and their key achievements, deliverables and statistics: leisure centres and swimming pools; sports development; sports events and festivals; museums, galleries and archives; Jim Clark Motorsport Museum; libraries; Active Schools; Health Development; Creative Communities; Town Halls; Community Centres; Heart of Hawick; and the Great Tapestry of Scotland (GTOS).
- 8.5 Mr Jackson proposed to bring a Briefing Note back to the Monitoring Group which outlined the operational performances across libraries, cultural locations and swimming pools in detail at the end of the financial year, and thus provided a full year of information to be considered.
- 8.6 There had been circulated copies of Performance Indicators & Trends for Quarter 3 FY2022/23. The financial year 2022/23 was the first year of delivery of all services and activities following the lifting of the pandemic restrictions. Current industry analysis suggested that it would be around 5 years for participation levels to return to pre-Covid levels. Participation had indeed not returned to pre-Covid levels and measures were to be introduced to address this – a review of opening hours and the promotion of a ‘Freedom Pass’ as an alternative to a Direct Debit scheme. Work was ongoing to reopen the eight closed museums and galleries after their winter closure. In the face of rising inflation, energy costs and the cost of living crisis, measures were being taken to reduce energy consumption though there were limits to the mitigating actions. During FY2021/22 performance was gauged by Directors ‘best estimate’ and performance reporting for FY2022/23 was reset against targets agreed at February 2022 Live Borders Board meeting. Appendix 1 provided a RAG status for the quarter 3 performance up to 31 December 2022, with 12 Key Strategic Indicators (KSIs) rated green, 3 KSIs rated amber and 2 KSIs rated red (membership/participation and net promoter score/customer satisfaction). The annual forecast reported KSI RAG status as follows: 10 green, 4 amber and 3 red. In terms of amber status, Sport Active membership levels were reported to have increased post-Covid, however the challenges from competition on cost and ongoing cost of living pressures experienced by the public were contributory factors to the risk of not meeting the KSI target by the end of 2022/23 financial year. The closure of Peebles Swimming Pool for refurbishment following the fire had negatively impacted turnover resulting in Learn 2 Swim membership not meeting its expected annual target. In terms of red status, net promoter score/customer satisfaction was the lowest ever recorded, however quarter 4 data pointed to a slight improvement. Membership levels were growing but targets would not be met by the end of 2022/23 financial year. Appendix 2 provided a

detailed summary of visitors across the cultural facilities and activities during quarter 3, 2022/23. The majority of venue/activity visitors had exceeded targets set. The number of library visitors was particularly high at 64,032 against a target of 37,500. The Great Tapestry of Scotland (GTOS) number of 4,268 had not achieved the 7,384 target that had been set before the Cost of Living crisis. Appendix 3 outlined operational performance during quarter 3 2022/23 across the services, apart from the GTOS which had been covered in a separate report. Successes were realised across the services: in the Learn2Swim program saw a return to 94.9% of pre-Covid membership levels; new 'Emerging' and 'Aspiring' squads had been added to the hockey development programme with a weekly participation level of 175 players; Pressreader awareness and popularity continued to grow with new magazines in the Top 10 that potentially pointed to a new user demographic; museums had a high NPS score of 43 as a result of staff training in customer service excellence. Appendix 4 detailed a number of case studies which included Active Schools and Eyemouth Gateway to Health.

- 8.7 The work of the Sports Development Team was highlighted; the small team had a wide reach and had been involved much of the region's events, classes, coaching and referee and umpire training opportunities. An update on a number of the Strategic Goals was requested: programmes for older people; a +£10k sponsorship package; 15% reduction in energy and carbon emissions; office consolidation; and volunteer policy development. Further comparative information was requested for pre-Covid library visitor numbers along with their opening times in 2019. A review of the opening times of swimming pools was requested with a view to maximising opportunities for increased income. Mr Jackson agreed to bring an update of the Strategic Goals to the next meeting on completion of the financial year. It was reported that library membership had increased despite a reduction in opening hours (230 hours pre-Covid against 130 hours currently). BorrowBox and Pressreader digital platforms and Connect & Collect had allowed the public to use the library service without the need for travel to the premises. A comparison of library data pre and post Covid was to be included in the end of year report. Library use had been promoted via the Registrars with an invitation to join the library offered on registration of a birth. Swimming pool opening hours had been affected by staff shortages. Data showed that family attendance at the weekends at both wet and dry venues was affected by competition from other commitments such as sports clubs and the organisation continued to develop services to create demand. In response to a question about underperformance of outreach, it was reported that much of the outreach work had been supported by Education and continued to grow. Seasonality had been a factor in museums and galleries and GTOS outreach performance. Mr Jackson undertook to provide a more detailed response to Members via email to be noted at the next meeting.

DECISION:

NOTED the update.

9. **ITEMS LIKELY TO BE TAKEN IN PRIVATE**

DECISION

AGREED under Section 50A(4) of the Local Government (Scotland) Act 1973 to exclude the public from the meeting during consideration of the business detailed in the Appendix to this Minute on the grounds that it involved the likely disclosure of exempt information as defined in Paragraph 8 of Part I of Schedule 7A to the Act.

10. **LIVE BORDERS PROVISION AGREEMENT PERFORMANCE**

Members considered copies of the report Great Tapestry of Scotland (GTOS) Quarterly Update, the purpose of which was to provide an update on press coverage during the previous quarter and GTOS development activity for the next quarter.

DECISION:

NOTED the update.

11. **ADDITIONAL MEETINGS**

The additional meetings were scheduled as follows:

- SB Contracts, Tuesday 23 May, 10am
- CGI, Tuesday 30 May, 2pm
- Live Borders, Tuesday 6 June, 2pm

DECISION:

NOTED the dates of the additional meetings.

The meeting concluded at 4.10 pm

LIVE BORDERS CONTRACT PERFORMANCE

Report by: Director – Resilient Communities

EXTERNAL SERVICES/PROVIDERS MONITORING GROUP

6 June 2023

1 PURPOSE AND SUMMARY

- 1.1 The attached report (see Appendix 1) presents key information in regard to the Live Borders contract for the financial year 2022/23. It provides Members with performance information on the delivery of the commissioned sport, physical activity and cultural services.**
- 1.2 The contractual arrangement between SBC and Live Borders governing the delivery of services is set out in the Service Provision Agreement (SPA). The SPA includes the Performance Management Framework (PMF) which is used to monitor delivery of services.
- 1.3 The report covers the first full year of operations since the lifting of all pandemic restrictions and performance information is set in a context of significant challenges including:
 - a) Lower than anticipated participation levels due to both the cost of living crisis and a protracted recovery from the pandemic
 - b) The extraordinary rise in energy costs
 - c) Continuing changes to the ways in which some services are consumed
- 1.4 Recognising the impact of these pressures, [March 2023 Council](#) approved a recommendation for a joint SBC/Live Borders strategic review to be undertaken – with the aim of strengthening and improving partnership and service delivery arrangements and ensuring that the services delivered by Live Borders, on behalf of SBC, are sustainable in the long term and meet the current and future needs of Borders communities and service users.
- 1.5 Key outputs from the review will include both a revised SPA and robust, agreed, performance management arrangements to enable stakeholders to monitor its delivery.

2 RECOMMENDATIONS

2.1 I recommend that the Committee:-

- (a) Notes the Live Borders Contract Performance Report**
 - (b) Notes the ongoing joint strategic review and the inclusion of performance information and reporting of a revised Service Provision Agreement within the scope of the review.**
- .

3 BACKGROUND

- 3.1 The contractual arrangement between SBC and Live Borders that governs the delivery of services is the Service Provision Agreement (SPA). The SPA was last updated in 2016 when Live Borders, formerly known as Borders Sport & Leisure Trust (BSLT), was created in 2016 and when the management of cultural services was transferred from SBC to Live Borders.
- 3.2 The SPA includes a Performance Management Framework (PMF) used to monitor the SPA and the delivery of services. The PMF is built around six outcomes that Live Borders, through the SPA, shall work towards achieving these are:
- i. Improved mental and physical health & wellbeing for people of all ages with a focus on inclusion.
 - ii. Enhanced learning opportunities, training and experiences with a particular focus on reducing inequalities
 - iii. Increased economic benefits to the Scottish Borders through high quality sport and cultural services and events, and support to creative micro-businesses and organisations
 - iv. Enhanced partnerships, pathways and access to a wide range of services and activities within facilities and communities (including structures for talent development
 - v. Stronger communities through involvement in service planning, delivery and participation
 - vi. Increasingly effective operations and creative approaches to income maximisation across the Trust whilst maintaining appropriate quality and standards
- 3.3 2022/23 is the first full year of operations since the lifting of all pandemic restrictions and the performance information in the attached report is set in a context of significant challenges including:
- a) Lower than anticipated participation levels due to both the cost of living crisis and a protracted recovery from the pandemic
 - b) The extraordinary rise in energy costs
 - c) Continuing ways in which some services are consumed
- 3.4 Recognising the impact of these pressures, [March 2023 Council](#) approved a recommendation for a joint SBC/Live Borders strategic review to be undertaken – with the aim of strengthening and improving partnership and service delivery arrangements and ensuring that the services delivered by Live Borders, on behalf of SBC, are sustainable in the long term and meet the current and future needs of Borders communities and service users.
- 3.5 The review is underway and the scope includes:
- Reviewing and developing our shared strategic vision.
 - Reviewing the scope and range of services provided
 - Reviewing how, and where, services are delivered.
 - Reviewing our joint working arrangements.
 - Updating the Service Provision Agreement (SPA).
 - Undertaking building energy surveys.
- 3.6 The will consider performance management arrangements as part of the work undertaken to update the SPA.

4 IMPLICATIONS

4.1 Financial

There are no financial implications relating to this report.

4.2 Risk and Mitigations

This report is part of the governance framework to manage the operation and delivery of the Service Provision Agreement between the Council and Live Borders.

4.3 Integrated Impact Assessment

There is no impact or relevance to the Council's Equality Duty or the Fairer Scotland Duty from this report.

4.4 Sustainable Development Goals

None of the recommendations made in this report impact on the UN Sustainable Development Goals

4.5 Climate Change

None of the recommendations made in this report impact on climate change.

4.6 Rural Proofing

There are no rural proofing implications arising from this report.

4.7 Data Protection Impact Statement

There are no personal data implications arising from the proposals contained in this report.

4.8 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to the Scheme of Administration or the Scheme of Delegation required as a result of this report.

5 CONSULTATION

- 5.1 The Director (Finance & Corporate Governance), the Monitoring Officer/Chief Legal Officer, the Chief Officer Audit and Risk, the Director (People Performance & Change), the Clerk to the Council and Corporate Communications will be consulted and any comments received incorporated into the final report.

Approved by

Name: Jenni Craig Title: Director Resilient Communities

Author(s)

Name	Designation and Contact Number
James Lamb	Portfolio Manager

Note – You can get this document on tape, in Braille, large print and various computer formats by contacting the address below. James Lamb can also give information on other language translations as well as providing additional copies.

Contact us at jlamb@scotborders.gov.uk

Appendix 1: Live Borders Contract Performance: Full Year 2022/23



1 CONTEXT 2022/23

- 1.1 The full year 2022/23 is the first year of delivery of all services and activities following the lifting of all pandemic restrictions. As previously discussed at the External Services / Providers Monitoring Group, participation has not returned to pre-pandemic levels and the rate of return is slower than anticipated.
- 1.2 Live Borders, along with many other businesses, is facing significant challenges as a result of the impact of the cost-of-living crisis on customers and staff. The increase in energy costs has a significant impact on the running cost of facilities, in particular swimming pools. Actions have been taken to reduce energy consumption, but these are limited due to the age and condition of the sporting estate and plant.
- 1.3 March 2023 Council approved a recommendation for a joint SBC/Live Borders strategic review to be undertaken – with the review aim of strengthening and improving partnership and service delivery arrangements and ensuring that the services delivered by Live Borders, on behalf of SBC under the terms of the SPA, are sustainable in the long term and meet the current and future needs of Borders residents. The review will consider the SPA and the performance management arrangements. The review is underway, with a scope including:
 - Reviewing and developing our shared strategic vision.
 - Reviewing the scope and range of services provided through the partnership.
 - Reviewing how, and where, services are delivered.
 - Reviewing our joint working arrangements.
 - Updating the Service Provision Agreement (SPA) – including performance management arrangements.
 - Undertaking building energy surveys.

2 PERFORMANCE SUMMARY – SERVICE HIGHLIGHTS

- 2.1 Throughout the previous 12-months, memberships have remained a significant challenge both in terms of the volume of members and member retention (e.g.) the 'One Club' membership which covers gym, swim & classes ended the year down on target and at only 66% of pre-pandemic membership levels. Learn 2 membership (swimming tuition) grew steadily throughout 2022/23 but is 20% below target and down on pre-pandemic levels. This has not been helped by the prolonged closure of Peebles

Swimming Pool. Teviotdale Leisure Centre and Gala Swimming Pool performed well, but as outlined above, the unpredictability of external cost factors remains a significant challenge – as does the upkeep, refurbishment and replacement plant requirements in our leisure centres and swimming pools. The facilities we operate are aged and require significant capital investment.




- 2.2 Active Schools continues to show strong performance with good engagement across clusters in extracurricular delivery; and Sports Development participation rates are now back above pre-pandemic levels.
- 2.3 The Library service is recovering well, with physical visitors steadily increasing and visitors using our digital resources increasing significantly. Museums visits are strong and the use of our Halls estate has been positive.
- 2.4 The Live Borders Marketing Team has focused on working with services to maximise customer engagement, and conversion. The Libraries marketing campaign continues to deliver, particularly in digital services. A new Live Borders app is planned for Q1 2023/24 which will broaden marketing reach.
- 2.5 A Fundraising Officer has been recruited to ensure that the business can continue to source and secure external funding opportunities such as Scottish Government Chronic Pain funding.

3 LIVE BORDERS ANNUAL KSI PERFORMANCE (2022/23)

3.1 Live Borders Key Strategic Indicators (KSI) covered in this section of the report and also in **Appendix 1a** show the 2022/23 full year performance against target. The KSIs are used to demonstrate delivery of the SPA. A summary of the 2022/23 KSI performance is shown below:

KSI	2022/23		RAG
	Actual	Target	
KSI 1A: Sports Participation	1,076,000	1,108,879	Green
KSI 1B: Cultural Participation	368,677	269,435	Green
KSI 2: Sports Membership	2,283	2,566	Yellow
KSI 3: Learn2 Membership	2,009	2,508	Red
KSI 4: Other Membership (Sport)	310	490	Red
KSI 5: Library Membership	10,719	12,500	Yellow
KSI 6: Health Referrals	582	600	Green
KSI 8: Income (as % of turnover)	43%	45%	Green
KSI 9: Staff Costs (as % total income less mgt fee)	132%	138%	Green
KSI 10: External Funding	£261k	£117k	Green
KSI 11: Donations	£74k	£69k	Green
KSI 13: Net Promotor Score (NPS)	30	45	Red
KSI 14: Staff trained in customer excellence	78%	90%	Yellow
KSI 15: Retention of members	49%	80%	Red
KSI 16: Communicate charitable objectives	77%	70%	Green
KSI 18: Staff absence rate	2.3%	4.0%	Green
KSI 19: Staff turnover rate	4.2%	12.7%	Green
KSI 20: Number of volunteers	2,210	1,755	Green
KSI 22: Financial surplus / deficit	(£574k)	(£816k)	Green
KSI 23: Cost per attendance Sport	£9.37	£8.55	Yellow
KSI 24: Cost per attendance Libraries	£3.75	£6.01	Green
KSI 25: Cost per attendance Museums	£15.68	£16.45	Green

3.2 The Red, Amber, Green (RAG) summary status of the KSIs for full year 2022/23 is:

Green		Within 5% of target	There are 14 green indicators
Amber		Within 15% of target	There are 4 amber indicators
Red		Over 15% from target	There are 4 red indicators

As reported in previous reports to External Services Providers Monitoring Group, (KSIs 7 and 17 are no longer reported, as agreed by SBC)

It is requested that the External Services Monitoring Group notes that the following KSI have not been reported in this year-end summary :

KSI	Reported	Reason
KSI-12: Percentage success rate for external funding applications	No	The monetary figure for external funding received is reported (KSI-10).
KSI-21a Energy consumption by square meter (KW/sqm)	No	Energy and Carbon data to this level of detail has been historically problematic to accurately measure. The Joint Strategic Review includes 'Undertaking building energy surveys' within its scope. It is intended that a robust process for energy/carbon measurement and reporting will be confirmed as part of this work, which can then inform the KSIs.
KSI-21b Carbon Management tCO ² e	No	

3.3 Live Borders has an ongoing focus on increasing participation levels, exploring opportunities to support local communities, to grow revenues and to manage costs. For example, reviewing opening hours at facilities and promoting different membership types – such as “Freedom Pass”, which is available to customers who do not or cannot commit to a direct debit membership at this time. Current industry analysis suggests it may take up to 5-years for participation levels to return to pre-pandemic levels.

3.4 *Appendix 1a* details the KSIs used to monitor the SPA and includes the full year 2022/23 performance v target, RAG status and narrative.

4 CULTURAL SERVICES

4.1 The minute of the 7th March 2023 External Services / Providers Monitoring Group included a request a briefing note including detail of the operational performance across cultural locations. This is shown below:

Venue / Activity	FY22/23 Annual		+/- Target
	Actual	Target	
Library visitors	234,149	150,000	+56%
Coldstream Museum	3,373	2,625	+28%
Peebles Museum & Gallery	5,001	2,700	+85%
St. Ronan's Wells Visitor Centre	713	2,300	-69%
Halliwel's House Museum	3,226	2,625	+23%
Old Gala House	1,102	2,625	-58%
Sir Walter Scott's Courtroom	3,940	2,625	+50%
Hawick Museum	8,682	5,100	+70%

Borders Textile Townhouse	7270	6,000	+21%
Jedburgh Castle Jail Museum	22,307	10,325	+116%
Mary Queen of Scots' Visitor Centre	26,288	9,500	+177%
Jim Clark Museum	8,860	10,500	-16%
The Great Tapestry of Scotland	20,752	38,955	-47%
Heritage Hub visitors	1,683	970	+74%
Museums & Galleries outreach	1,844	2000	-
Heritage Hub outreach	52	975	-
Libraries outreach	4,161	3,400	22%
Great Tapestry of Scotland outreach	776	1,450	-46%
Arts led live performance attendance	4,549	2,680	+70%
TM film attendance	6,061	10,080	-40%
TM live event attendance	2,337	2,000	+17%
Great Tapestry of Scotland Events	1,551	0	
Total	368,677	269,435	+38%

- 4.2 In total, the full year cultural participation numbers were higher than target. This was driven by strong performance across several Museums including Mary Queen of Scots Visitor Centre, Jedburgh Castle Jail Museum, Peebles Museum & Gallery and Hawick Museum. All of these museums are free to enter, with visitors given an opportunity to make a donation should they wish to do so. Many did make a donation, which reflects positively on the visitor experience including the hard work of the front of house staff.
- 4.3 Arts-led live performances saw high participation numbers as a result of the growing programme of events being delivered across several locations. This will be further built on during 2023/24.
- 4.4 Film attendances were disappointing in part due to the lack of blockbuster titles being released that would attract wider audiences as well as the types of films that appeal to audiences who use the cinema at Tower Mill. The performance of the cinema continues to be monitored carefully to inform the programme of screening going forward. Live events at Tower Mill performed well.
- 4.5 The Jim Clark Motor Museum performed well during Quarter 4 (2022/23), but visitor numbers in total for the full year were under target.
- 4.6 **Great Tapestry Of Scotland (GTOS)**
 Visitor numbers to The Great Tapestry of Scotland were below the Jura Consultants revised business case targets (revised in 2021). The original Jura business case was developed pre-pandemic and the revised (post-pandemic) business case anticipated a return to pre-pandemic levels within 12 months of the pandemic restrictions ending. This has not been the case. The bulk of National and international visitor attractions have experienced a slower increase in visitor numbers than planned. One focus of the joint SBC/Live Borders strategic review is GTOS.
- 4.7 GTOS continues to develop as a key visitor attraction for the Borders. On the 1st May 2023, VisitScotland advised that GTOS had retained its 5-star accreditation for a further two years. The VisitScotland rating narrative states that 5-star indicates "an exceptional standard – hard to fault quality,

hospitality and service and consistently achieves the highest level of excellence”.

- 4.8 On the same date GTOS was advised that it had achieved 'Taste Our Best' accreditation for Scottish catering. Businesses only achieve this award if they use:
- Quality Scottish ingredients.
 - Fresh, seasonal produce.
 - Local food.....and that they;
 - Keep food miles to a minimum.
 - Provide information on where your food has come from.
 - Have friendly staff who know all about the origins of the food on your plate.
 - Highlight at least 40% of the Scottish produce on your menu.
- 4.9 During May, Channel 5 filmed for two days at the Tapestry and GTOS will feature in an upcoming episode of Susan Calman's Great Days Out programme.
- 4.10 GTOS is continuing to develop links with the travel trade and consumer market. During the last quarter, GTOS reps have attended 3x exhibition/networking events to develop business opportunities with tour group agencies, meeting 85 companies representing the UK, Europe, Asia and USA. Many of the larger companies plan 18+ months in advance, whilst smaller companies can react more quickly. All have been supplied with sales packs and brochure submissions and there is high level of confidence that this will result in additional bookings throughout 2023 and 2024. Further activity planned for 2023 includes telesales, newsletters and FAM trips. (i.e.) a familiarisation trip, where travel agents/reps learn first-hand about GTOS and the locality.
- 4.11 Education continues to be a key development area for GTOS. During May 2023, GTOS welcomed its first European education group, comprising of 50 students from Lycée Felix Mayer, in France. On the back of presentations to Edinburgh schools, a schedule of visits is being planned for the first two of these schools. The Galashiels Junior Tour Guides programme has been a great success bringing together script writing, drama, performer, history and storytelling. The young people gave several live performances to friends, family as well as special guests including Cllr Jardine and Cllr Douglas. The programme is now in transition to P5 pupils ready to take over the legacy once they reach P6.
- 4.12 Training is in progress and will continue for the seasonal staff who are joining the GTOS team in preparation for the summer. With an increased number of events booked, the catering and visitor officers are essential in delivering the 5-star service and experience expected. Throughout March and April, GTOS hosted 27 events with 15+ external visitors/groups, where the booking includes room hire and/or catering. A further 32 events were booked for May 2023.
- 4.13 GTOS income (based on admissions, retail sales and café) for the 3-month period from January 2023 to March 2023 was 12% higher than for the same period the year before, demonstrating the growth of GTOS as a key Borders visitor attraction.

5 LIBRARIES

- 5.1 The minute of the 7th March 2023 External Services / Providers Monitoring Group included a request for a briefing note including detail of the operational performance across libraries. This is shown below.
- 5.2 The increase in library visitor numbers has been primarily driven by digital visitors. This reflects the changing methods in how people access content and engage with library services, with a growing number seeking to use their own devices.
- 5.3 Borrowbox users have doubled from 422 last year to 838 by the end of March 2023. During 2022/23, library services loaned 25,874 audiobooks and 14,365 e-books to 1,108 people, an increase of 32% for audio and 19% for e-books on the previous year. Pressreader recorded 608 unique users and 122,374 issues opened (since June 2021). There is huge potential to increase this – based on the number of active Live Borders library members.
- 5.4 The meeting minute from the 7th March External Services / Providers Monitoring Group requested that a comparison of library data pre and post pandemic be presented to the Group. The table below shows this for the Live Borders managed libraries.

Library	Visits recorded	
	19/20	22/23
Earlston Library	5,558	299
Selkirk Library	9,326	3,149
Eyemouth Library	8,928	4,785
Galashiels Library	37,995	20,500
Melrose Library	15,828	6,248
Peebles Library	51,363	24,281
Hawick Library	39,115	17,704
Mobile Libraries	16,714	18,759
Web/Virtual	62,336	114,613
Total:	247,163	210,338

- 5.5 Library opening hours are less than they were pre-pandemic, however the opening hours of those libraries managed by Live Borders is under constant review. How library services are delivered is changing as more people expect and are comfortable with a digital offering. As part of the Strategic Joint Review, a survey will be undertaken to seek the public's views on areas such as library opening hours and this evidence will be used to inform service delivery.
- 5.6 Visits to the SBC managed Library Contact Centres are broadly in line with the table above (when Mobiles and web/virtual are excluded).

Library Contact Centre	Visits recorded	
	19/20	22/23
Coldstream LCC	4,196	2,311
Duns LCC	18,171	8,005
Innerleithen LCC	5,971	1,493
Jedburgh LCC	12,939	693
Kelso LCC	21,482	11,309
Total:	62,759	23,811

6 SWIMMING POOLS

- 6.1 The minute of the 7th March 2023 External Services / Providers Monitoring Group included a request a briefing note including detail of the operational performance across swimming pools. This is shown below.
- 6.2 Peebles swimming pool has been closed since June 2022 and is due to re-open July 2023. The closure of Peebles has had a significant impact on participation levels in Tweeddale. The table below compares pre-pandemic 'Pool Activity' data with full-year 22/23 data.

Swimming Pool	Visits recorded	
	19/20	22/23
Teviotdale Leisure Centre	79,107	115,812
Selkirk Fitness Centre	22,508	39,676
Galashiels Swimming Pool	64,071	88,734
Peebles Swimming Pool	67,090	14,698
Kelso Swimming Pool	59,915	72,188
Eymouth Leisure Centre	45,652	68,670
Total:	338,343	399,778

- 6.3 Despite Peebles Swimming Pool being closed for the last year, swimming pool usage in 2022/23 compares well to pre-pandemic usage. In addition, facility opening hours are being reviewed and potentially expanded pending staff recruitment and training of Learn2 swim instructors. This should reduce swimming lesson waiting lists and extend public sessions.

7 STRATEGIC GOALS AND KEY INITIATIVES

- 7.1 The meeting minute of the External Services / Providers Monitoring Group from 7th March 2023 requested that an update on the Live Borders Key Initiatives and Strategic Goals be brought to a future meeting following completion of the financial year.
- 7.2 27x Key Initiatives were identified by Live Borders Board for 2022/23 (i.e.) 'actions' to take the business forward. These were all aligned under the 6x Corporate Goals, whereby:
- (1) Expand levels of participation and access for all (5 initiatives)
 - (2) Grow our earned income (3 initiatives)
 - (3) Develop plural funding streams (4 initiatives)
 - (4) Build our reputation for great customer service (5 initiatives)
 - (5) Create a sustainable charity (6 initiatives)
 - (6) Nurture our people to be proud of what they do (4 initiatives)
- 7.3 The 27x initiatives were a mix of core activity, development activity and defined projects. The February 2023 report to Live Borders Board recommended that completed actions be closed; that a number of the 2022/23 key initiatives continue as part of core business (and therefore carry forward within the Unit Plans); and that a number be carried forward as projects (either in their own right or as part of larger projects/programmes). The tables below provide a summary of the 27 initiatives. 17 of the key initiatives are carrying forward under projects (including the joint strategic review); 6x of the Key Initiatives completed during 2023/24 are core businesses and will be measured in future via the Unit Plans; and 4x were completed in 2022/23 and do not need to be carried forward. This is shown in the tables below:

Key Initiative - Carried Forward		Taken Forward - Project
1	Deliver more health focus products and services driven by Live Borders	Social Prescribing
11	Sell one additional cultural service proposition for Health & Social Care	
19	Develop & implement access for all policy	
2	Drive participation through digital platforms	Digital Strategy
22	Embed new HR system (Bamboo / Plan Day)	
9	Explore commissioning / partnering opportunities	Joint Review
10	Achieve objectives in the approved Fund-raising strategy	
12	Achieve one Sponsorship package with value exceeding £10k	
14	Build integrated customer engagement plan to optimise participation	
16	Improve performance data to inform business decisions	
17	Develop robust social impact reporting	HO Relocation
20	15% reduction in energy and water related carbon emissions	
21	Consolidate office working position / single HQ	BSLE Business plan
8	Implement BSLE Business Plan which focuses on food & beverage and secondary income	Leadership Development
24	Complete "skills for growth" audit and implementation plan	ODR Structure
25	Implement structure following ODR	Apprenticeships
26	Develop & implement apprenticeship programme	

Key Initiative - Complete in 2022/23. Monitored in future as Core Business via Unit Plans		Taken Forward - Unit Plans
3	Create & deliver more programmes promoting family opportunities and opportunities older people	Measured via Unit Plans
4	Implement our programme for growth in girls and women's football	
5	Integrate Play pathway to participation programmes	
6	Build & deliver profit generating Events programme	
7	Develop & deliver against our mass participation event programme	
13	Create & deliver a range of truly inclusive programmes	

Key Initiative - Complete in 2022/23		Complete
15	Roll-out Healthier Happier Stronger across Service evaluation	Complete
18	Create heritage development plan	
23	Develop & implement volunteer policy	
27	Maximise recognition through external & internal rewards	

8. OUTREACH WORK

8.1 The meeting minute of the External Services / Providers Monitoring Group form 7th March requested a more detailed response to Members in regard to outreach work.

8.2 Outreach is one way of engaging with communities and also promoting Live Borders services. For example




- Libraries do a number of Bookbug sessions, which are very popular with adults and children, include a lot of interactivity and promote bonding through books. ECALM is a project that signs delivered in conjunction with SBC Registrars which signs up babies to become library members.
- Jim Clark Motor Museum promotes JCMM at local agricultural/vintage car shows and national motor shows.
- Museum service has a range of artefact loan boxes that go out to schools to support learning in the classroom and a separate reminiscence service which is made up of themed artefact cases which are available for loan to institutions or individuals in the local community.

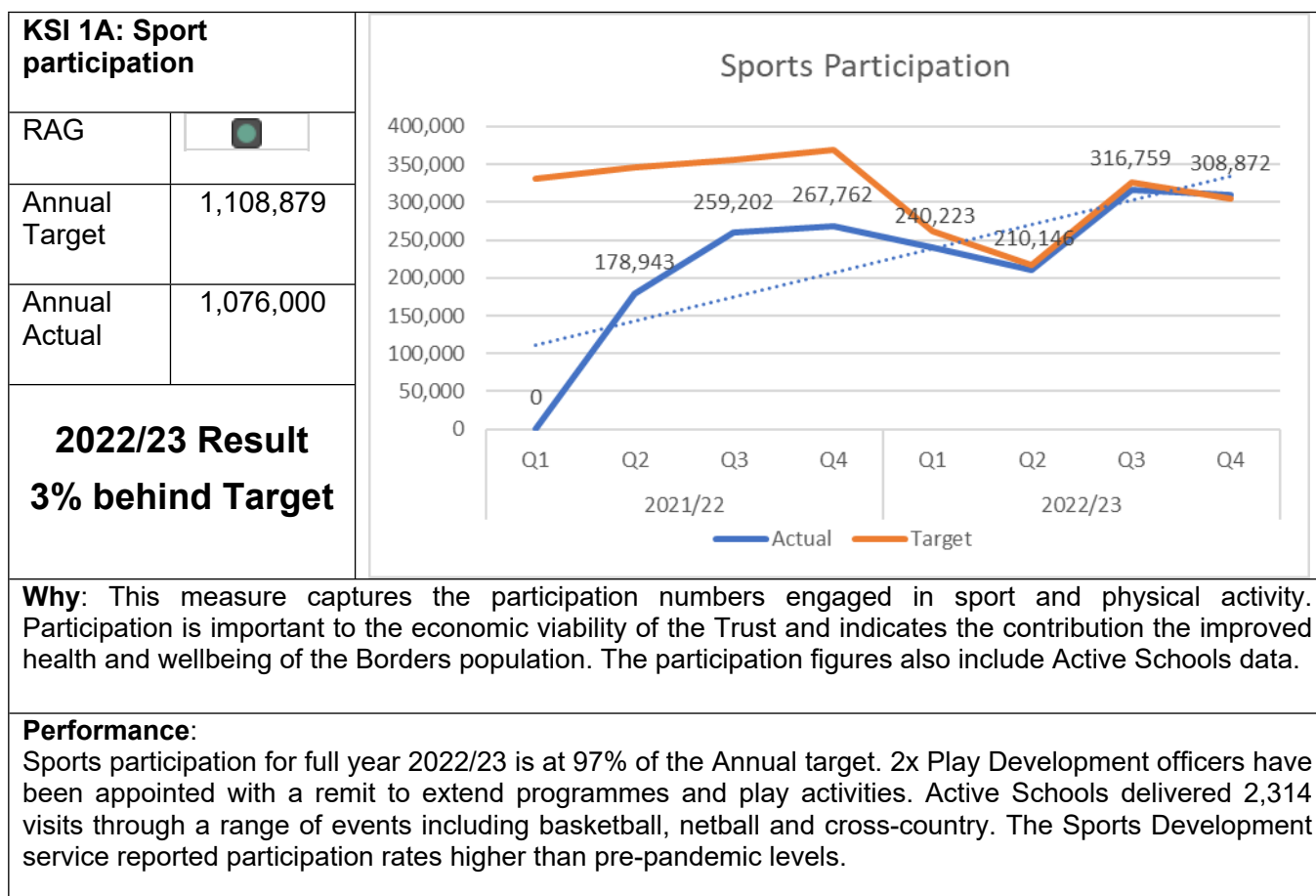
- GTOS outreach included the Junior Tapestry Tour Guides (as mentioned in section 6.11), where P6 pupils develop their skills to become a tour guide for year. They apply formally, by letter, are interviewed, assessed and appointed. They then write their own scripts, have costumes made and take drama classes. After their year as tour guides they help to pass on the skills they have learned to the new cohort of guides coming through.

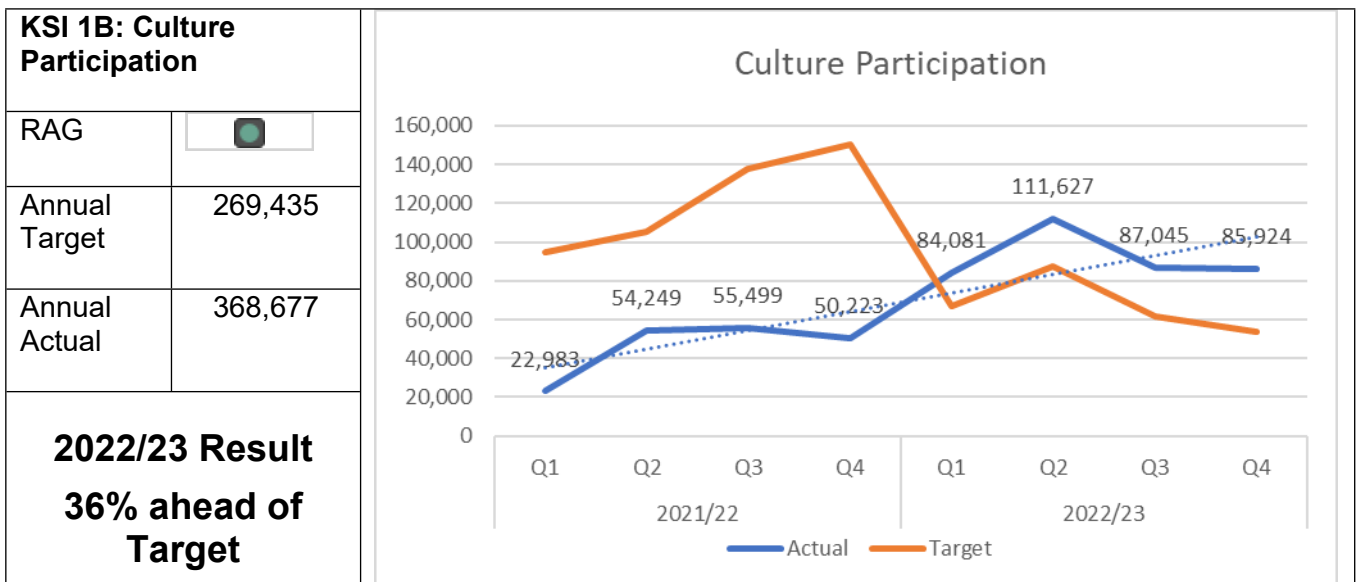
Appendix 1a: Live Borders KSI (Full Year 2022/23)

Below shows detail for each of the KSIs for full year 2022/23. The graphs and commentary against each of the Key Strategic indicators (KSI) shows:

- Annual target.
- Annual performance
- Annual RAG as per the table below.

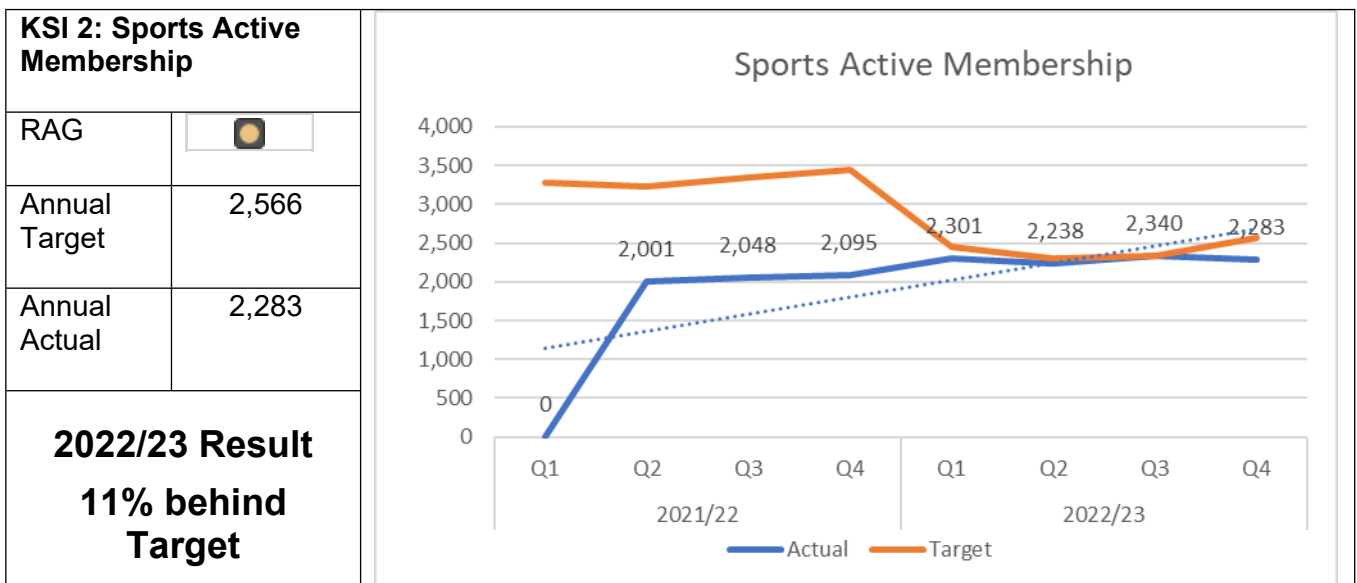
Green		Within 5% of target	There are 14 green indicators
Amber		Within 15% of target	There are 4 amber indicators
Red		Over 15% from target	There are 4 red indicators





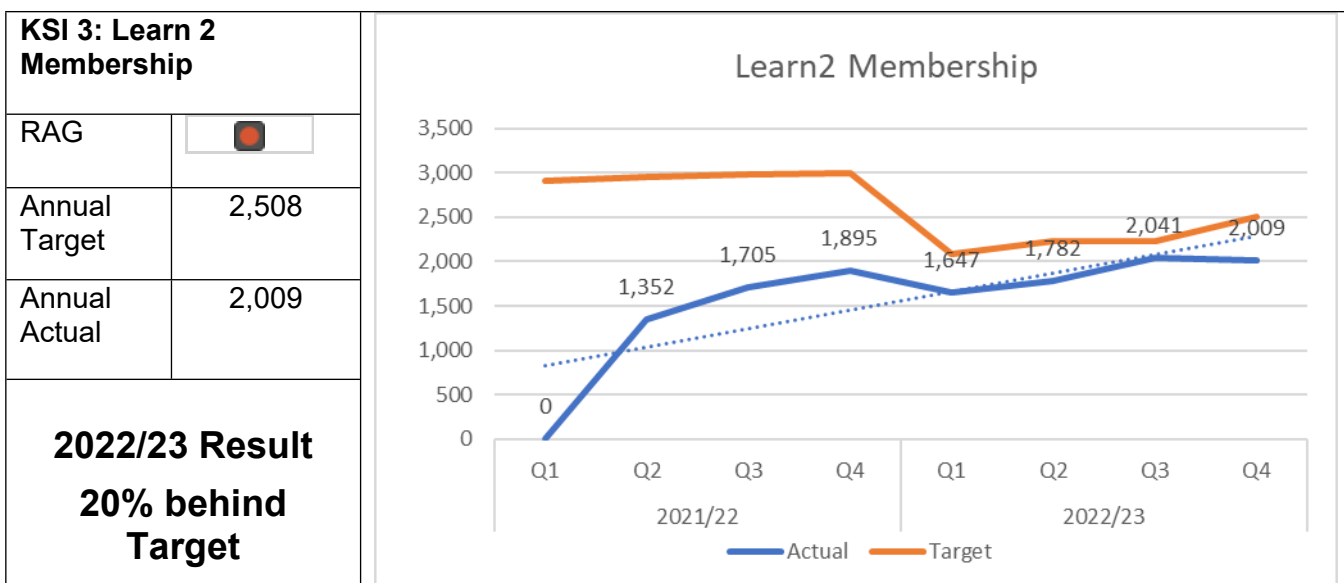
Why: This measure captures the participation numbers engaged in cultural activity.

Performance:
 Library visits has exceeded target every quarter as have Museums and the Heritage Hub. In addition, Art & Creativity led events have performed well. 8 out of our 12 museums are closed during October/November and re-open during March/April. Those that remain open are Borders Textile Towerhouse, Peebles museum & gallery, GTOS and the Jim Clark Museum. The Great Tapestry of Scotland (GTOS) is performing well but has not achieved the Jura business case targets for admissions. The Heart of Hawick live events exceeded target but the cinema did not, largely due to a lack of blockbuster titles to attract cinema goers.



Why: This measure captures the number of distinct users who pay for gym, swim and fitness memberships. Membership payments are through direct debit. Note – Membership attendance participation is included in the Sports participation numbers reported in KSI 1A.

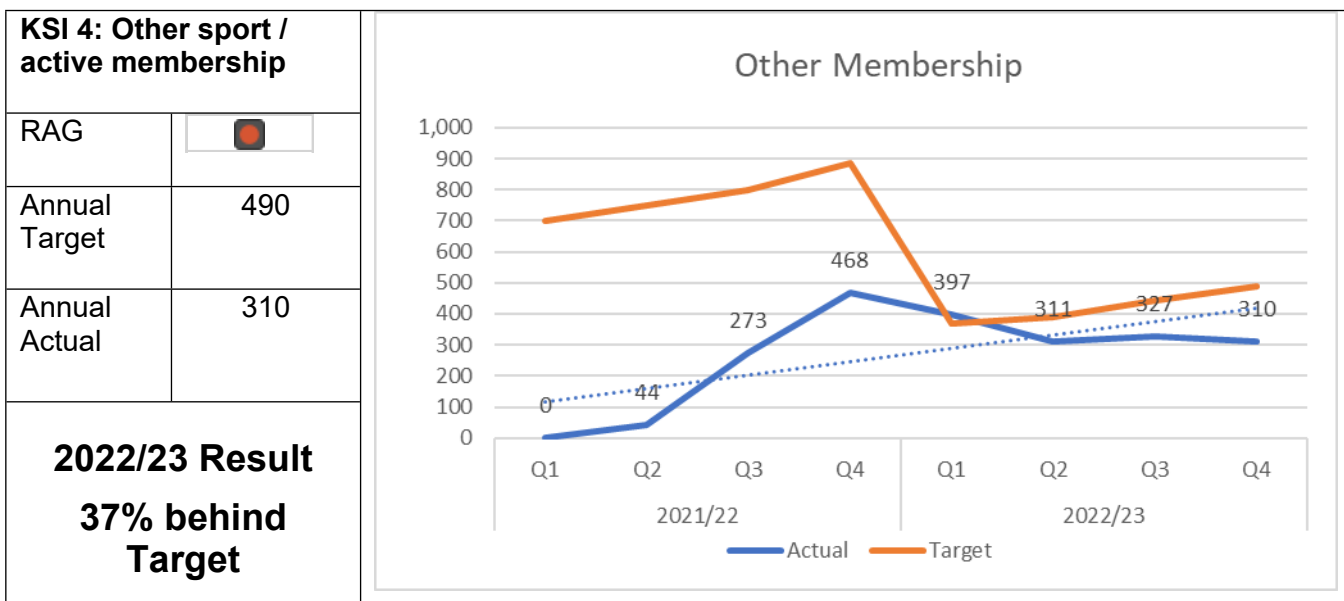
Performance:
 Membership levels are a challenge. For example, One Club membership (which covers gym, swim & classes) ended the year at 66% of pre-pandemic membership levels. There are a number of factors contributing to this including local competition (from other gyms), reducing retention rates (see KSI 15), lack of qualified staffing, reduced capability to invest in product; and cost-of-living pressures, where people are reconsidering the value of sports membership. Marketing campaigns have delivered significant annual sales (1,255 membership sales + 200 Freedom passes), and there has been good feedback from customers on some of the new products added to our programming.



Why: This measure captures the number of distinct users who pay for our swim tuition (Learn2 programme). Learn2 attendance is included in the Sports participation numbers reported in KSI 1A

Performance:

The extended and ongoing closure of Peebles Swimming Pool continues to adversely impact Learn2 membership numbers, with membership remaining stable at just over 2,000 members. We are training new Learn2 swim instructors, which will enable more classes to be delivered and waiting lists to be reduced.



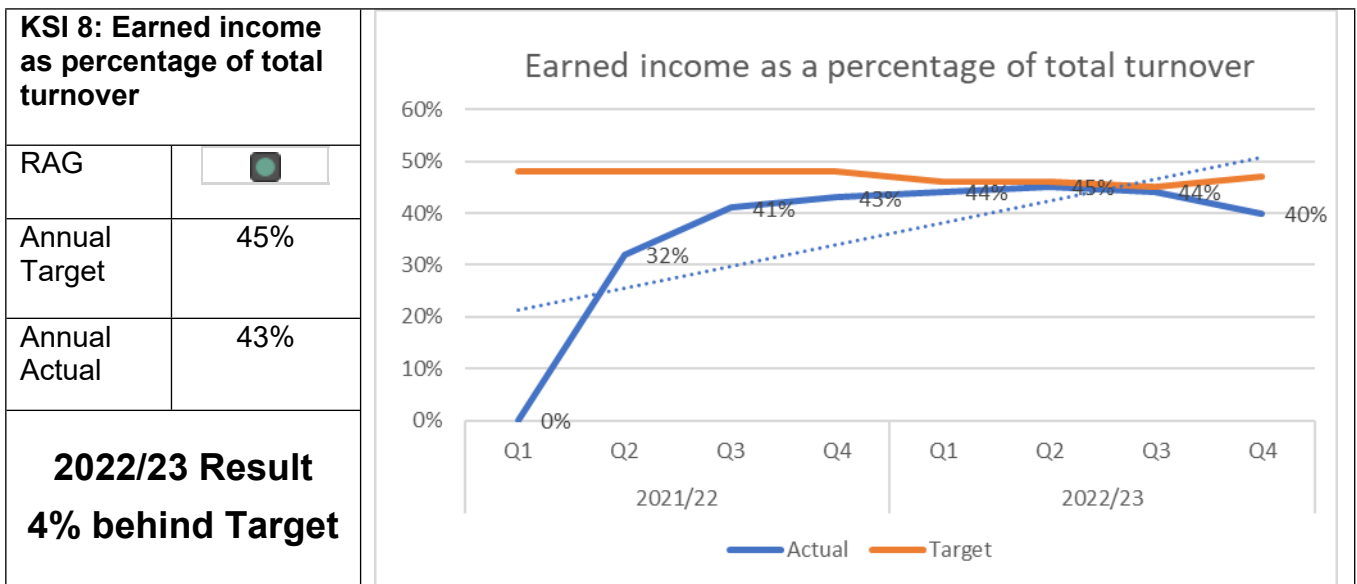
Why: This measure captures specific membership types such as Advanced Player Development. Their attendance is included in the Sports participation numbers recorded in KSI 1A.

Performance:

Gymnastics performed well early in the year before dropping towards the end of the financial year. 2x new members of staff were recruited during Q4 to drive 'Other' membership with a remit to focus on gymnastics in the first instance.

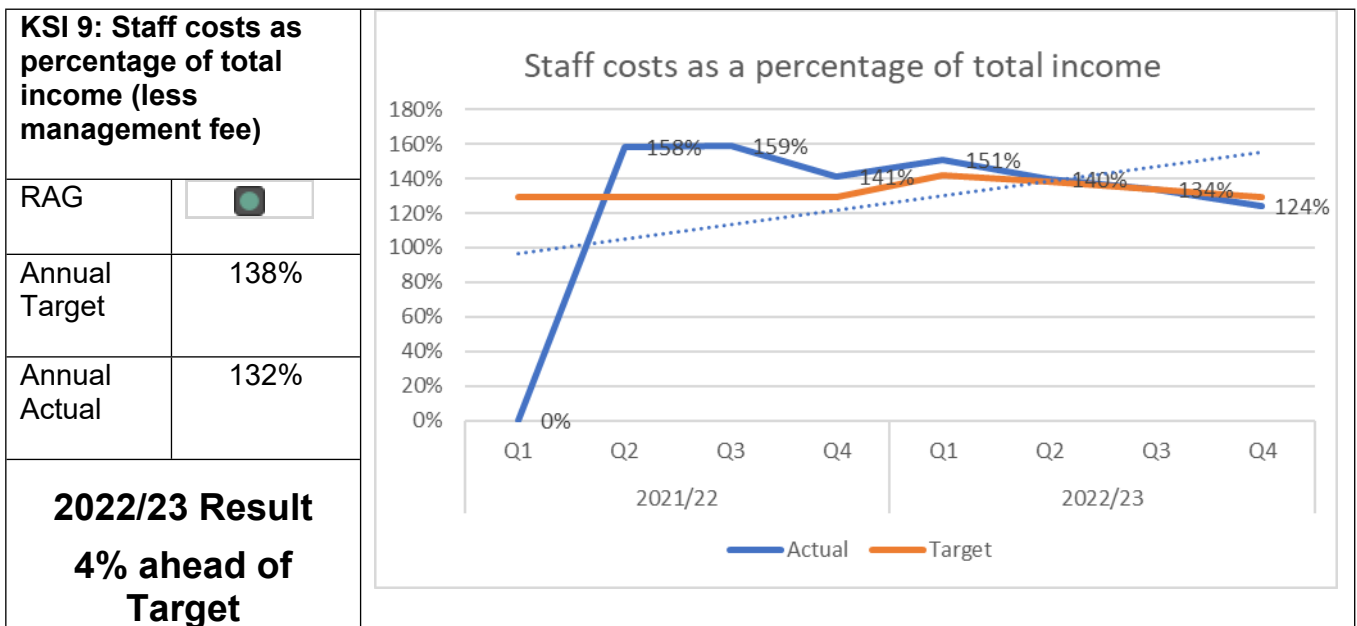
KSI 5: Library Membership (active users)		
RAG	<input type="checkbox"/>	
Annual Target	12,500	
Annual Actual	10,719	
2022/23 Result 14% behind Target		
<p>Why: This measure captures the number of distinct users who use our library service. Their attendance is included in the Culture participation numbers reported in KSI 1B.</p> <p>Performance: The Annual target was amended mid-year to increase it to 12,500.</p>		

KSI 6: Health Referrals		
RAG	<input type="checkbox"/>	
Annual Target	600	
Annual Actual	582	
2022/23 Result 3% behind Target		
<p>Why: Early intervention advice and medical referrals for exercise/activity are an increasing part of Social Prescribing. The number of referrals demonstrates Live Borders active engagement and ability to influence key partners and funders in this area of growing demand.</p> <p>Performance: Health referrals have been positive in Q4 with new Counterweight Groups underway in Galashiels, Hawick, Kelso and Peebles. 24 new Chronic Pain referrals have latterly been delivered – assisted by Scottish Government funding and partnership working with NHS.</p>		



Why: This measure shows the importance of and reliance on the income generated. With a reducing management fee, the importance of generating income is vital in regard to the sustainability of services.

Performance:
The 2022/23 management fee received from SBC included an additional £330k of financial assistance for rising energy costs. Earned income for the year was adversely impacted by the closure of Peebles Swimming Pool and through sports membership being lower than targeted. This was partially offset through higher than anticipated income from events and café sales.

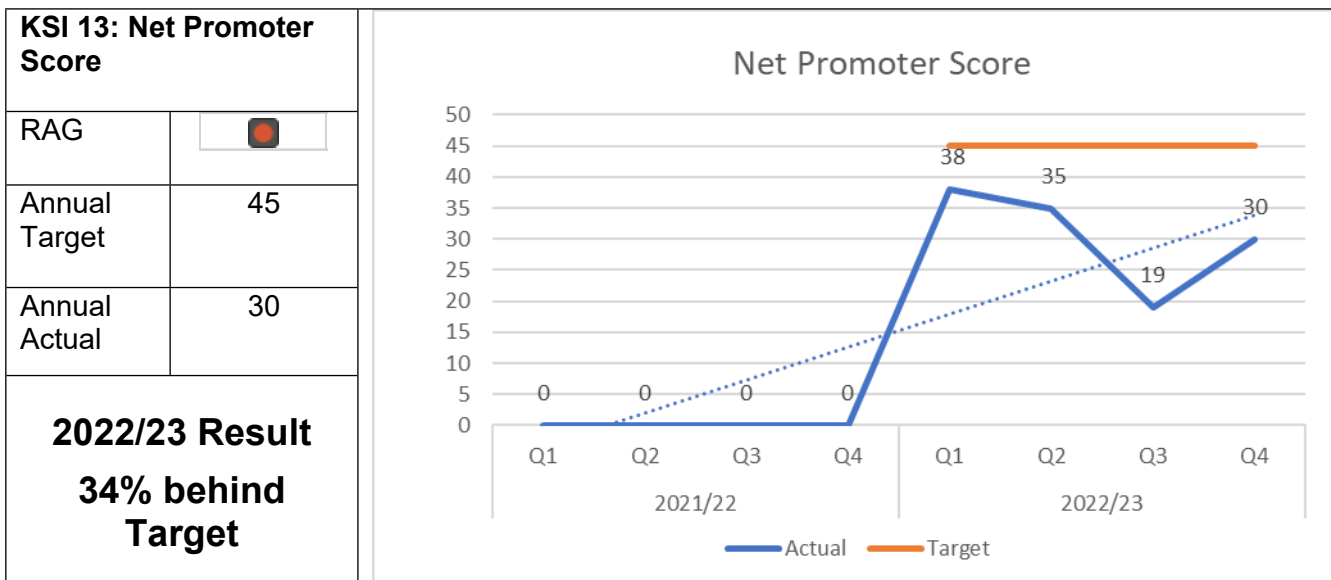


Why: This measure shows staff costs in relation to income. Income also includes grants received (but excludes management fee).

Performance:
Staff costs as a percentage of income is ahead of target mainly as a result of staff vacancies being higher than planned. However, this 'cost-saving' is offset through the requirement to use of temporary staff to cover vacancies. Staff vacancies at the end of 2022/23 were circa 38 FTE. Vacancies are actively promoted and recruited into, but recruitment/retention is an ongoing issue.

KSI 10: Funding Income Achieved		
RAG	<input checked="" type="checkbox"/>	
Annual Target	£117k	
Annual Actual	£261k	
2022/23 Result 123% ahead of Target		
<p>Why: external funding income achieved is an indicator of progress against the strategic goal to develop plural funding streams.</p> <p>Performance: A low target was set for 2022/23 and funding income was positively impacted by the Get into Summer programme which ran during Q2 of 2022/23. The 2023/24 target will better reflect actuals and expectations.</p>		

KSI 11: Donations income achieved		
RAG	<input checked="" type="checkbox"/>	
Annual Target	£69K	
Annual Actual	£74K	
2022/23 Result 7% ahead of Target		
<p>Why: Donations received supports Live Borders charitable status and is a measure of proactive customer engagement.</p> <p>Performance: Museums staff made a concerted effort during the year to promote Live Borders charitable status and to encourage financial donations – in what are mainly free to enter attractions. The donations target for 22/23 was exceeded and the total donations received was more than double that of the previous year.</p>		

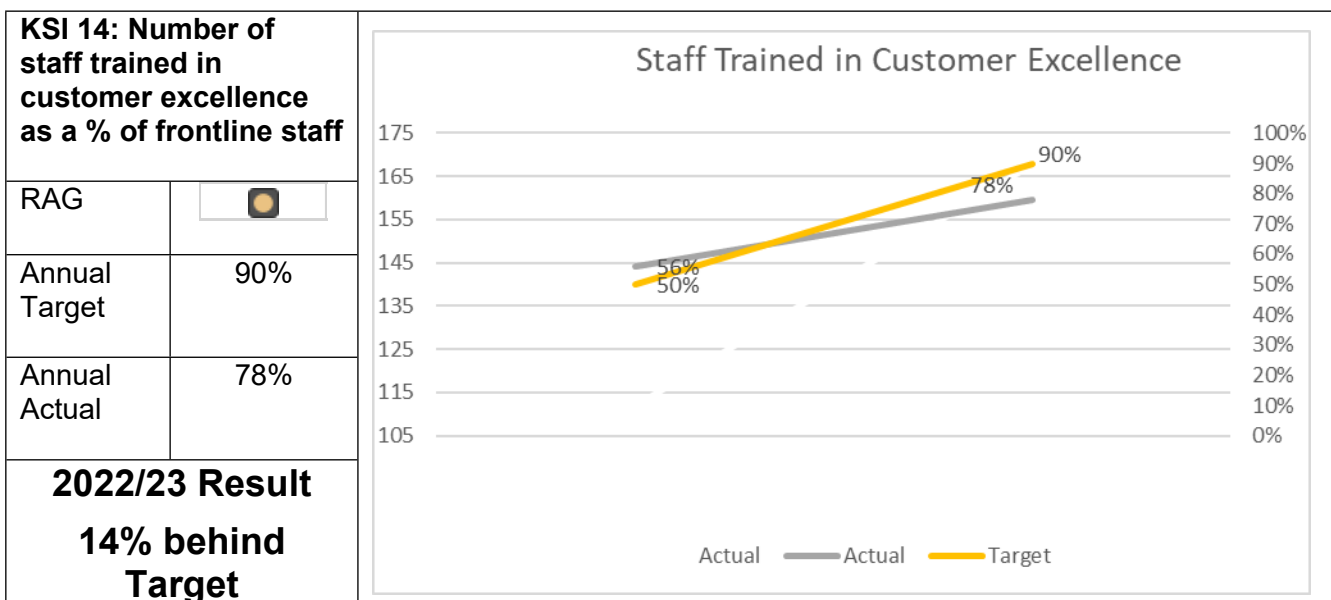


Why: Net Promoter Score (NPS) is an indicator that measures the willingness of customers to recommend Live Borders and is used as a proxy for gauging customers overall satisfaction.

Performance:
The NPS score is based on the typical answer to a question “On a scale of 1 to 10, how likely are you to recommend to a friend?” The responses to this question can be categorised into three groups.

- Promoters – enthusiastic loyal, make recommendations. (Score 9 or 10)
- Passives – indifferent but could become promoters. (Score 7-8)
- Detractors – unhappy customers – may share their bad experiences with other people (Score 0-6)

The low NPS may reflect a number of things including cost-of-living/value for money pressures. As would be expected, NPS varies within services (e.g.) Gyms (NPS 18); Community Centres (NPS 22); Active Communities (NPS 37)



Why: Good customer service results in satisfied customers who can then become regular users of facilities and services and advocates of the Trust. Customer service can help to distinguish Live Borders from other service providers and competitors.

Performance:
168 staff in total from across Live Borders were trained in Customer Excellence training during 2022/23. The training of new starter and existing staff continues and more will be done during 2023/24 to embed Customer Excellence as a Trust standard.

KSI 15: Percentage of active members retained each year		
RAG	<input type="checkbox"/>	
Annual Target	80%	
Annual Actual	49%	
2022/23 Result 39% behind Target		
<p>Why: Measuring retention can indicate the effectiveness of marketing attracting and the success of operational teams retaining customers. It can also indicate where there may be issues with pricing and product.</p> <p>Performance: Less than 50% retention is a concern and shows a high level of 'churn' (i.e.) leavers and new members. Contributing factors will include cost-of-living and other external factors that are influencing consumer spending. Going forward a particular focus is required on our new member 'onboarding' & retention processes and strategy.</p>		

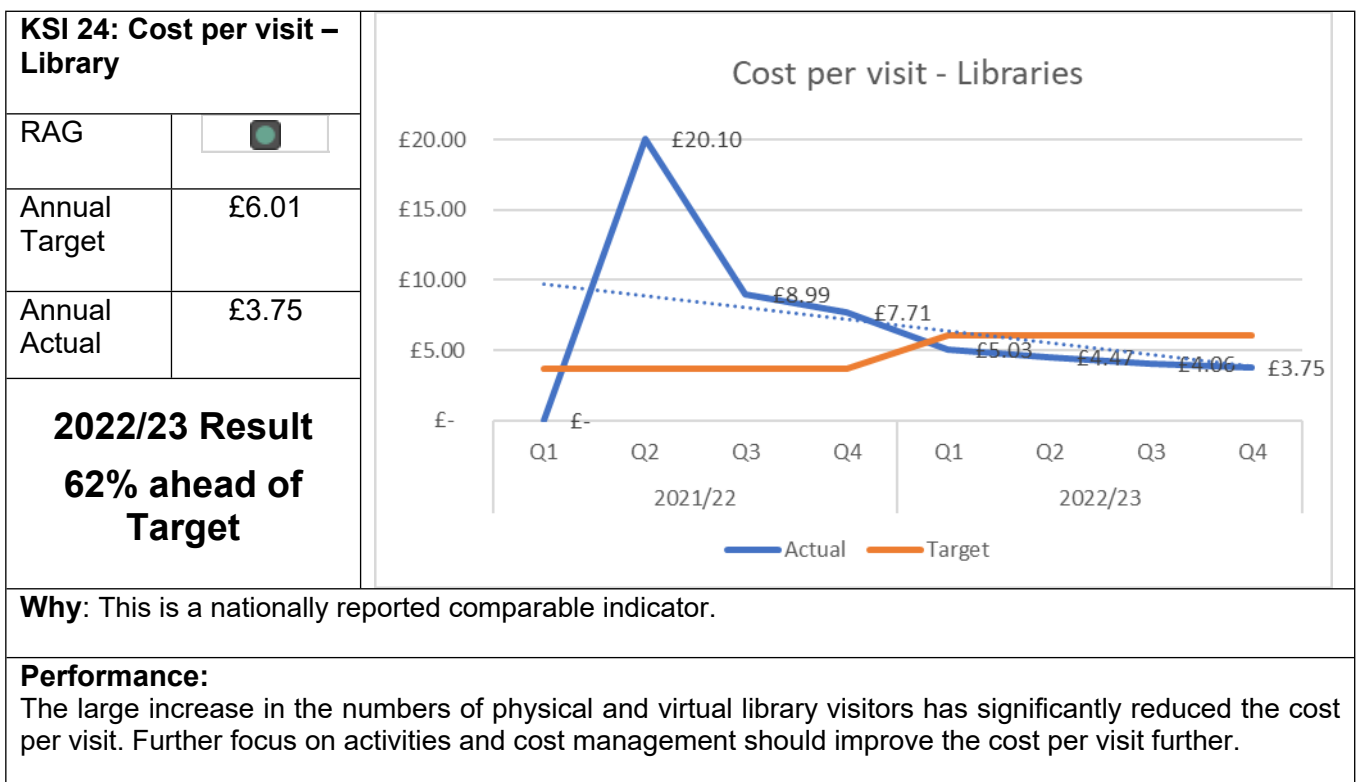
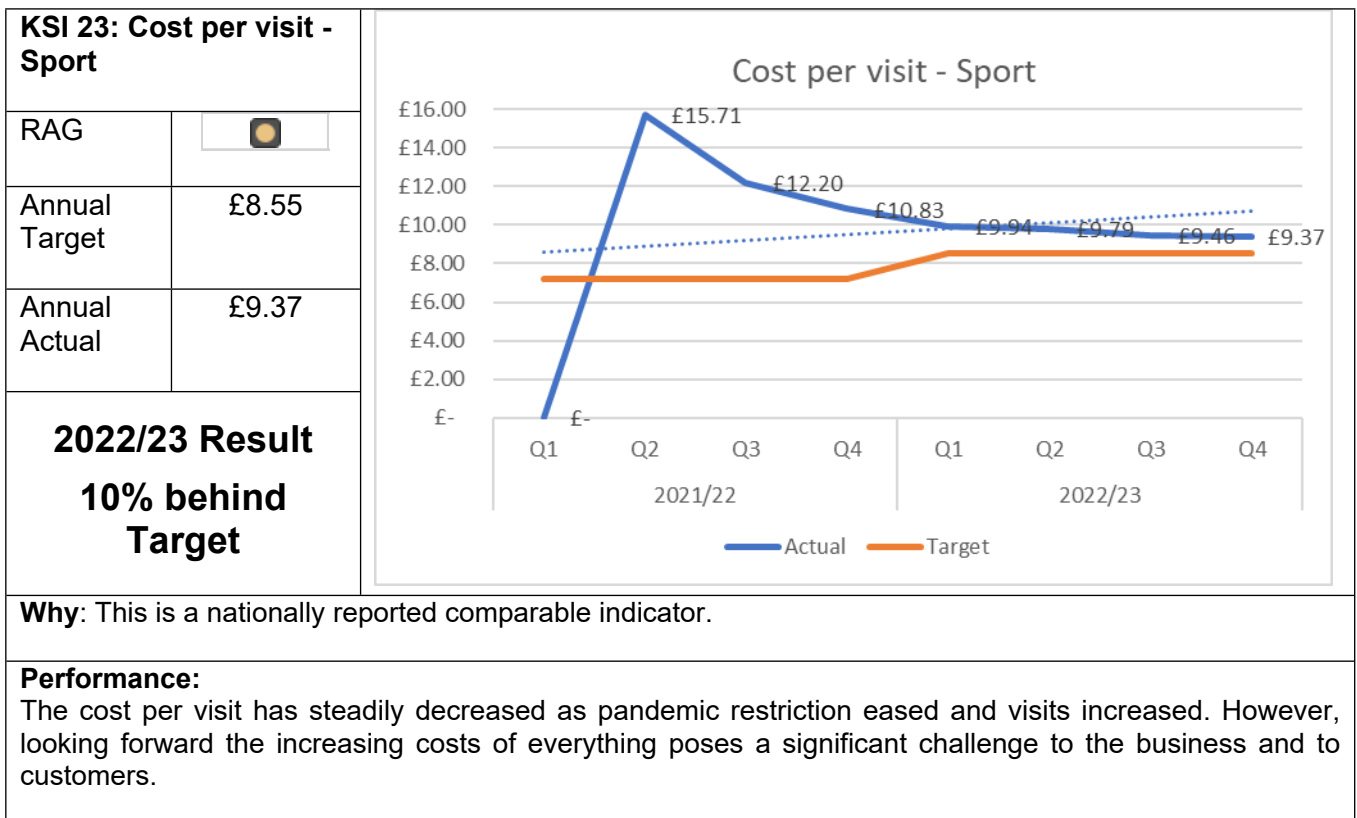
KSI 16: Communicate our charitable objectives		
RAG	<input type="checkbox"/>	
Annual Target	70%	
Annual Actual	77%	
2022/23 Result 10% ahead of Target		
<p>Why: This measure indicates whether the public is aware that Live Borders is a Charity. Our Charitable status is considered a unique part of our proposition and differentiates us from competitors.</p> <p>Performance: A series of social media creatives and video content promotes the work we do, our charitable objectives and also showcases the health and wellbeing benefits and value of our services. Press releases are issued to celebrate success in securing sponsorship and grant funding.</p>		

KSI 18: Staff absence rate		<table border="1"> <caption>Staff absence rate data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2021/22</td> <td>0.00%</td> <td>0.00%</td> <td>0.00%</td> <td>4.07%</td> </tr> <tr> <td>2022/23</td> <td>2.44%</td> <td>2.29%</td> <td>2.83%</td> <td>1.51%</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2021/22	0.00%	0.00%	0.00%	4.07%	2022/23	2.44%	2.29%	2.83%	1.51%
Year	Q1		Q2	Q3	Q4												
2021/22	0.00%		0.00%	0.00%	4.07%												
2022/23	2.44%		2.29%	2.83%	1.51%												
RAG	■																
Annual Target	4.0%																
Annual Actual	2.27%																
<p>2022/23 Result 76% ahead of Target</p>																	
<p>Why: This measure allows us to review frequency, types of absence or patterns to help better inform our people management strategies.</p>																	
<p>Performance: As of end of March 2023, 0.9% of staff were recorded as being Long term sick; and 0.6% of staff recorded as Short term sick. The People Team support managers with staff who are sick, particularly long-term absences.</p>																	

KSI 19: Staff turnover		<table border="1"> <caption>Staff Turnover data</caption> <thead> <tr> <th>Year</th> <th>Q1</th> <th>Q2</th> <th>Q3</th> <th>Q4</th> </tr> </thead> <tbody> <tr> <td>2021/22</td> <td>0.00%</td> <td>0.00%</td> <td>0.00%</td> <td>5.85%</td> </tr> <tr> <td>2022/23</td> <td>8.25%</td> <td>6.17%</td> <td>3.27%</td> <td>3.07%</td> </tr> </tbody> </table>	Year	Q1	Q2	Q3	Q4	2021/22	0.00%	0.00%	0.00%	5.85%	2022/23	8.25%	6.17%	3.27%	3.07%
Year	Q1		Q2	Q3	Q4												
2021/22	0.00%		0.00%	0.00%	5.85%												
2022/23	8.25%		6.17%	3.27%	3.07%												
RAG	■																
Annual Target	12.7%																
Annual Actual	4.22%																
<p>2022/23 Result 200% ahead of Target</p>																	
<p>Why: This measure allows the review of patterns of staff turnover to help better inform our people management strategies.</p>																	
<p>Performance: Turnover is low but recruitment across all services continues to be a challenge - with low levels of interest in a number of advertised posts. The increase in pay-scales to Scottish Living wage should encourage more applicants and improved targeted advertising of roles will continue throughout 2023/24.</p>																	

KSI 20: Number of volunteers		
RAG	<input checked="" type="checkbox"/>	
Annual Target	1,755	
Annual Actual	2,210	
2022/23 Result 25% ahead of Target		
<p>Why: This measure gives an indication of how engaged our communities are through active volunteering in our events and programmes.</p> <p>Performance: There was a significant decrease in volunteer numbers post-pandemic. Volunteer numbers are returning with over 600 engaged in Active Schools and over 1,500 engaged with Sports clubs and organisations. This is reflective of the efforts of Live Borders staff to build greater capacity within communities to support participation.</p>		

KSI 22: Financial Surplus / (deficit)		
RAG	<input checked="" type="checkbox"/>	
Annual Target	(£816k)	
Annual Actual	(£574k)	
2022/23 Result 42% ahead of Target		
<p>Why: This measure indicates how the business performed against the 2022/23 reforecast budget.</p> <p>Performance: Following receipt of the additional £330k financial support from SBC, Live Borders recorded an overall deficit of £574k against a target deficit of £816k. Excluding the financial support, the underlying operating deficit for the year (based on original management fee) was £905k.</p>		



KSI 25: Cost per visit – Museum		
RAG	<input checked="" type="checkbox"/>	
Annual Target	£16.45	
Annual Actual	£15.68	
2022/23 Result 5% ahead of Target		
Why: This is a nationally reported comparable indicator.		
Performance: Museums and visitor attractions have seen a significant increase in footfall.		

Appendix 1b: Case Studies (Quarter 4 2022/23)

EVERYONE LIVING IN, WORKING IN AND VISITING THE BORDERS WILL BE HEALTHIER, HAPPIER & STRONGER

We will CREATE amazing experiences and memories



Helen Leighton-Rose talks to History Scotland Insider:

I work two positions for Live Borders; firstly as the Museum & Gallery Assistant to the Assistant Curator for Berwickshire. This encompasses work at Coldstream museum and the Jim Clark Motorsport museum and secondly, I work one day a week as of Front of House at Coldstream Museum. I don't think there is a typical day as the Museum Assistant it varies from week to week. I have responsibility for organising the art exhibitions and the artisans craft gallery and this takes up the majority of my time.

We hang two art exhibitions a year and I'm responsible for finding new artists, arranging marketing, posters, preview evenings and hanging exhibitions. Another day I could be organising or running workshops for children and adults. Or you might find me in a meeting with the Regimental Sergeant Major of the Coldstream Guards discussing archival items and new displays. I'm in the process of forging a closer partnership with the Guards; we have many items on loan from the Coldstream Guards in the museum and they are kindly assisting with updating information and refreshing displays.

As Front of House the typical day involves talking to our visitors about the town and the area. Many of our visitors have links with the Guards, either themselves or their family. The museum is situated close to the Flodden battlefield and this often comes up in conversation, as does the border itself and the local area.

Having both roles within the organisation gives me a deeper understanding of how the museum is run and the opportunities available to make a real difference here. Working Front of House, you really get to understand the visitor experience, from how they move through the building, to the exhibits that really interest them and the questions they ask.

Champion INCLUSION & ACCESSIBILITY for all across arts, culture and sport



We are pleased to announce the return of the SFA Mini Kickers football coaching programme for pre-school children. This highly successful programme works with children aged two and a half to five years, improving their balance, coordination, football skills and understanding. It's an ideal opportunity for children to become active in a sports environment, mixing with larger groups and developing social skills.

We shall launch to pilot programmes in Kelso and Galashiels, based at the Queens Centre and Kelso High School. We hope to attract about 20 children to each pilot. Sessions will be weekly, 50 weeks per year, payable by direct debit.

We are presently reaching out to young school leavers, aged 16 /17 to join us as volunteer Sport Leaders. This gives young people an opportunity to develop themselves and their skills, gaining experience in working with children in an active environment.

EXPERIENCE

PARTICIPATION

COLLABORATION

EXPERIENCE

PARTICIPATION

COLLABORATION

Appendix 1c: Key Initiatives aligned under Live Borders Corporate Goals

Strategic Goal 1	Strategic Goal 2	Strategic Goal 3	Strategic Goal 4	Strategic Goal 5	Strategic Goal 6
Expand levels of participation	Grow our earned income	Develop plural funding streams	Build our reputation for great customer service	Create a sustainable charity	Nurture our people to be proud of what we do
Key Initiatives	Key Initiatives	Key Initiatives	Key Initiatives	Key Initiatives	Key Initiatives
Deliver more health focus products & services driven by Live Borders <i>PROJECT: SOCIAL PRESCRIBING</i>	Build & deliver profit generating Events programme <i>COMPLETE: UNIT PLANS</i> ●	Explore commissioning / partnering opportunities <i>PROJECT: JOINT STRATEGIC REVIEW</i>	Create & deliver a range of truly inclusive programmes <i>COMPLETE: UNIT PLANS</i> ●	Create heritage development plan <i>COMPLETE</i> ●	Complete “skills for growth” audit and implementation plan <i>PROJECT: LEADERSHIP DEVELOPMENT</i>
Drive participation through digital platforms <i>PROJECT : DIGITAL STRATEGY</i>	Develop & deliver against our mass participation event programme <i>COMPLETE: UNIT PLANS</i> ●	Achieve objectives in the approved Fund raising strategy <i>PROJECT: JOINT STRATEGIC REVIEW</i>	Build integrated customer engagement plan to optimise participation <i>PROJECT: JOINT STRATEGIC REVIEW</i>	Develop & implement access for all policy <i>PROJECT: SOCIAL PRESCRIBING</i>	Implement structure following ODR <i>PROJECT: ODR RESTRUCTURE</i>
Create & deliver more programmes promoting family opportunities and older people <i>COMPLETE: UNIT PLANS</i> ●	Implement BSLE Business Plan which focuses on food & beverage and secondary income <i>BSLE BUSINESS PLAN</i>	Sell one additional cultural service proposition for Health & Social Care <i>PROJECT: SOCIAL PRESCRIBING</i>	Roll-out Healthier Happier Stronger across Service evaluation <i>COMPLETE</i> ●	15% reduction in energy and water related carbon emissions <i>PROJECT: JOINT STRATEGIC REVIEW</i>	Develop & implement apprenticeship programme <i>PROJECT: APPRENTICESHIPS</i>
Implement our programme for growth in girls and women’s football <i>COMPLETE: UNIT PLANS</i> ●		Achieve one Sponsorship package with value exceeding £10k <i>PROJECT: JOINT STRATEGIC REVIEW</i>	Improve performance data to inform business decisions <i>PROJECT: JOINT STRATEGIC REVIEW</i>	Consolidate office working position / single HQ <i>PROJECT: HO RELOCATION PROJECT</i>	Maximise recognition through external & internal rewards <i>COMPLETE</i> ●
Integrate Play pathway to participation programmes ● <i>COMPLETE: UNIT PLANS</i>			Develop robust social impact reporting <i>PROJECT: JOINT STRATEGIC REVIEW</i>	Embed new HR system (Bamboo / Plan Day) <i>PROJECT : DIGITAL STRATEGY</i>	
				Develop & implement volunteer policy <i>COMPLETE</i> ●	

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