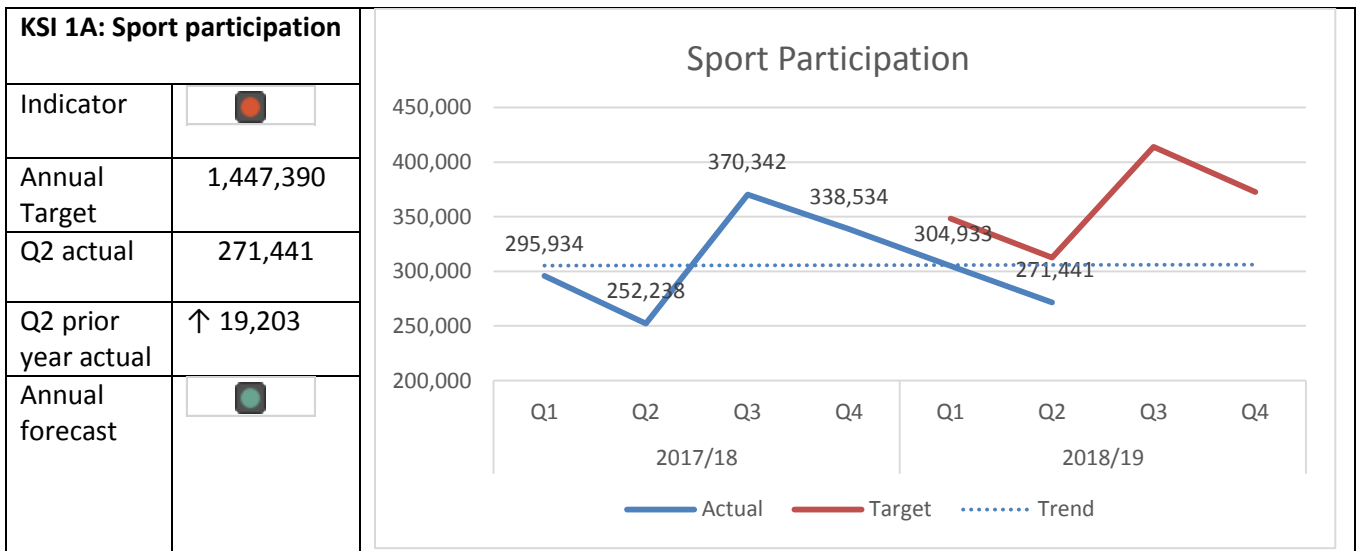


Appendix 1: Detail of Performance Indicators and trends

| Ref | Key Strategic Indicator | Quarterly Gauge | Annual Forecast |
|---|---|-----------------|-----------------|
| EXPAND LEVELS OF PARTICIPATION | | | |
| KSI 1A | Sports participation | | |
| KSI 1B | Culture visits | | |
| KSI 2 | Sport Active Membership (One Club) | | |
| KSI 3 | Learn 2 Swim Membership | | |
| KSI 4 | Other sport/active membership | | |
| KSI 5 | Library Membership | | |
| KSI 6 | Health Referrals | | |
| KSI 7 | Total number of participants engaged in more than one leisure activity | | |
| GROW OUR EARNED INCOME | | | |
| KSI 8 | Earned income as percentage of total turnover | | |
| KSI 9 | Staff costs as percentage of total income less management fee | | |
| DEVELOP PLURAL FUNDING STREAMS | | | |
| KSI 10 | Funding income achieved and as percentage of total turnover | Annual | |
| KSI 11 | Donations income achieved and as percentage of total turnover | Annual | |
| KSI 12 | Percentage success rate for external funding applications | Annual | |
| BUILD ON OUR REPUTATION FOR GREAT CUSTOMER SERVICE | | | |
| KSI 13 | Net Promoter Score | | |
| KSI 14 | Number of staff trained in World Host (as percentage of front line staff) | Annual | |
| KSI 15 | Percentage of active members retained each year | | |
| CREATE A SUSTAINABLE CHARITY | | | |
| KSI 16 | KSI11: Communicating our charitable objectives | | |
| NURTURE OUR STAFF TO BE PROUD OF WHAT THEY DO | | | |
| KSI 17 | Staff participation in sport activity | | |
| KSI 18 | Staff absence rate | | |
| KSI 19 | Staff turnover | Annual | |
| KSI 20 | Volunteer numbers | Annual | |
| FINANCIAL | | | |
| KSI 21 | Energy consumption by square meter (KW/sqm) | | |
| KSI 22 | surplus/deficit (Service Provision Agreement) | | |
| KSI 23 | Cost per attendance – Sport (plus other key ratios) | | |
| KSI 24 | Cost per attendance – Library (plus other key ratios) | | |
| KSI 25 | Cost per attendance – Museum (plus other key ratios) | | |

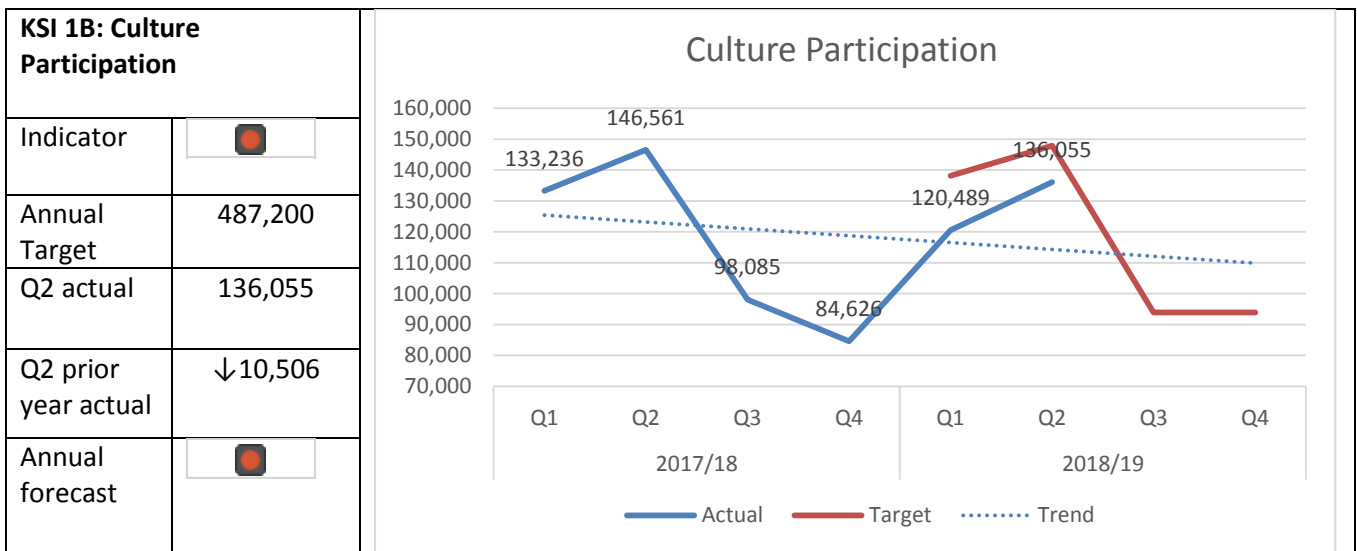
| Quarterly | |
|-----------|-------------------------------|
| | 95% plus of target met |
| | 85-94% of target met |
| | Significant under achievement |

| Annual | |
|--------|------------------------|
| | Expect to meet |
| | At risk of not meeting |
| | Unlikely to meet |



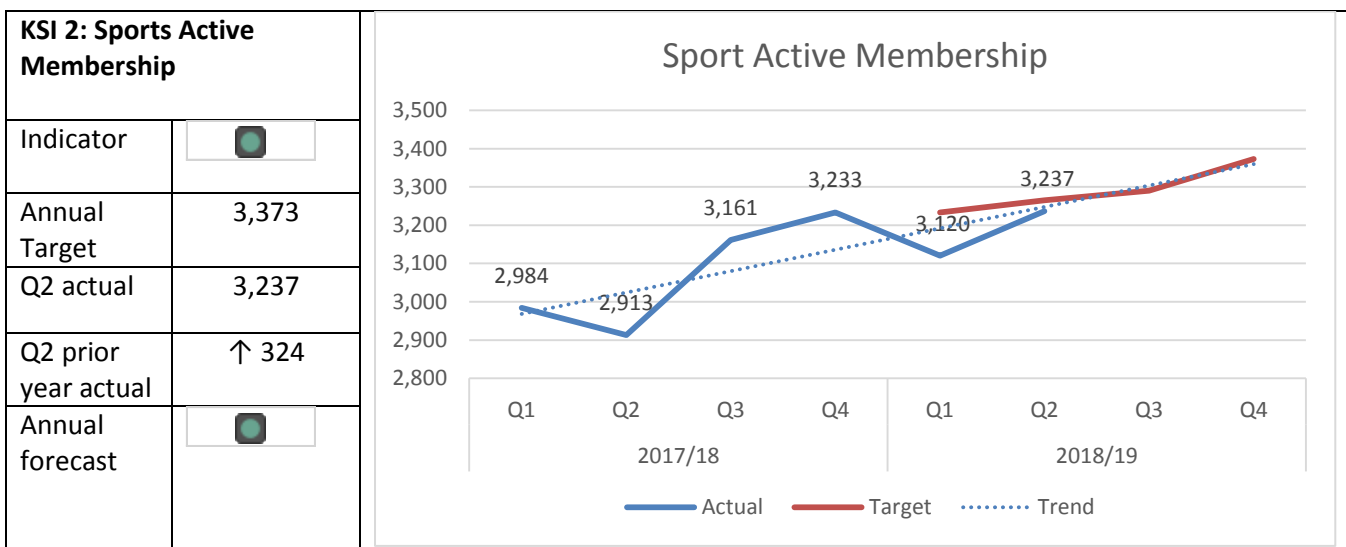
Why: This measure captures the participation numbers engaged in sport and physical activity and demonstrates the reach of the Trust. Participation is not only important to the economic viability of the Trust but it also demonstrates we are contributing to improving health and wellbeing of the Borders population. Quarters 1, 3 and 4 include ASMO (active schools participation data).

Performance: Membership numbers are lower than target, affecting total participation. See KSI 2, 3 and 4. Non-member participation is showing steady performance trend. Quarter 2 weather was exceptional and was the hottest on record. This has had an impact on wetside activity and combined with a delay in opening TLC this has resulted in a red indicator for quarter 2.



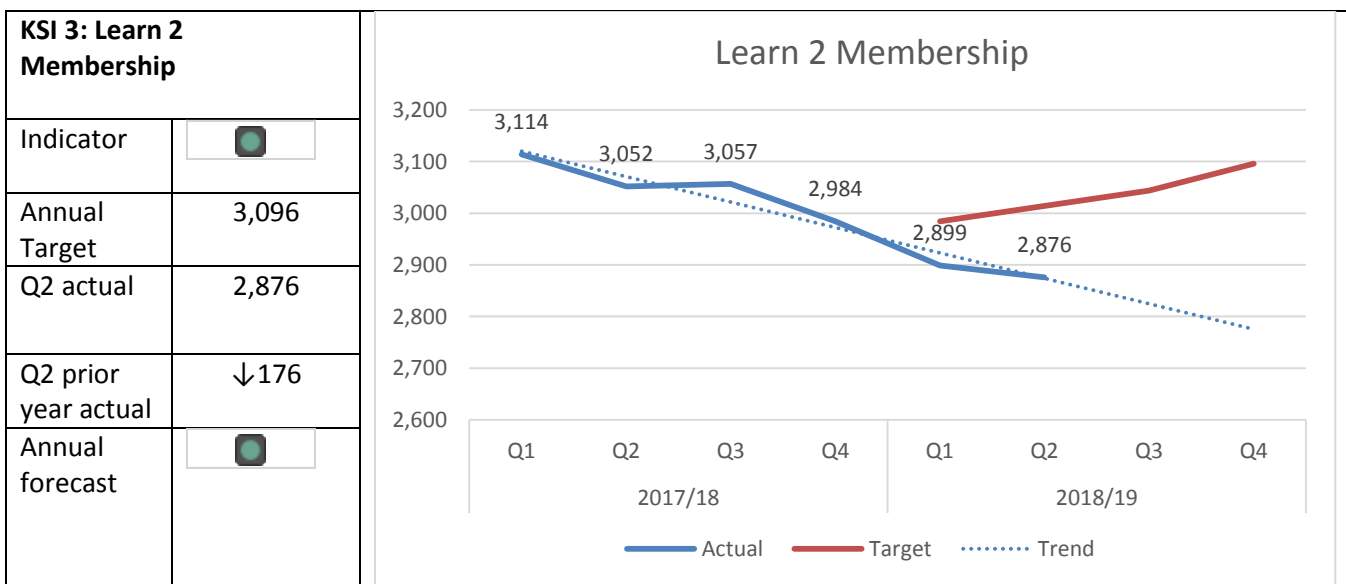
Why: This measure captures the participation numbers engaged in cultural activity and demonstrates the reach of the Trust. Participation is not only important to the economic viability of the Trust but it also important to improving health and wellbeing of the Borders population. 9 of our 12 museums close in October/ November and re-open in March /April.

Performance: Culture participants overall are down by 23k visitors compared to this point last year, 15k from Museum visitors and outreach. This reflects the visitors that were drawn in to Hawick Museum last year when Wilton Lodge Park was undergoing development work and visitors to the park area we entering the museum for drinks, snacks and toilet visits and taking the opportunity to then look around the museum. With the café now open, this audience is not presenting to the museum. In 2017/18 Old Gala house had a major touring exhibition Warhol to Walker American Prints and associated schools/education project from the British Museum which accounted for higher footfall in 2017-18. The Jim Clark Room closed on May 2018 for redevelopment resulting in a negative impact on visitor numbers.



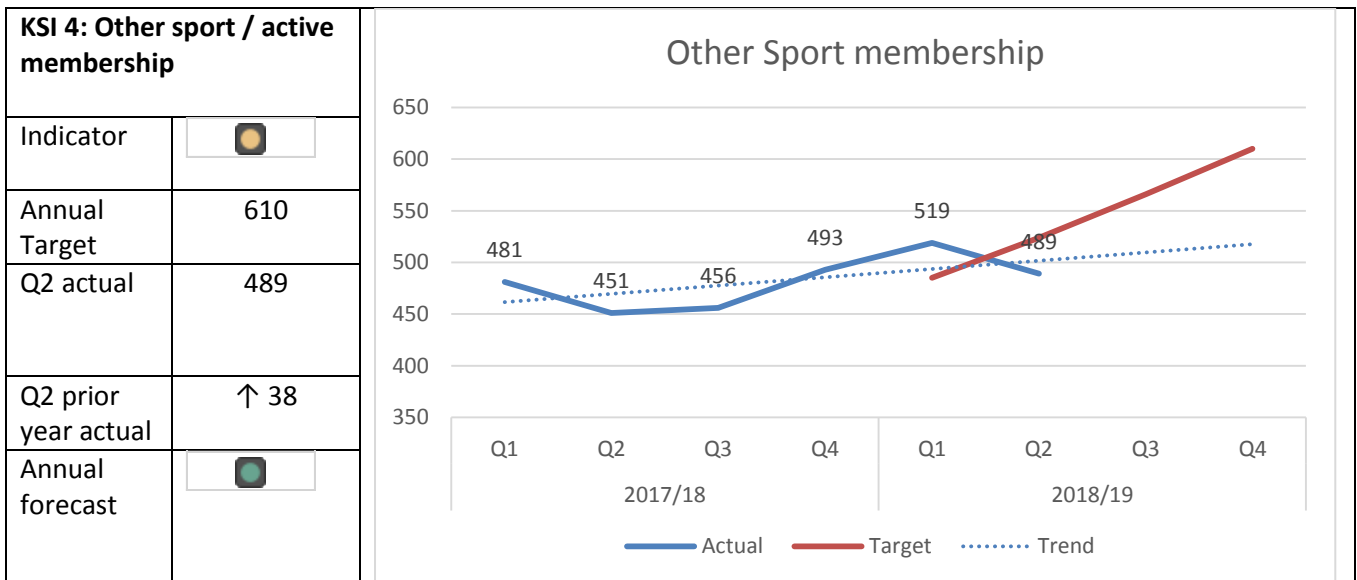
Why: This measure captures the number of distinct users who pay for our gym, swim and fitness membership. Payments are through direct debit, a scheme that provides the Trust with a regular, stable source of income and encourages users to become more active more often. Member attendance is included in the participation numbers reported in KSI 1A.

Performance: Strong performance compared to quarter 2 last year. We have now moved to a 12-month membership contract and this will improve customer retention. However, in quarter 1 there is historically a dip in membership but we did lose some members in the switch over (20%) to DFC. Through our campaign work and reinvestment (4 refurbished gyms) we have already secured new members.



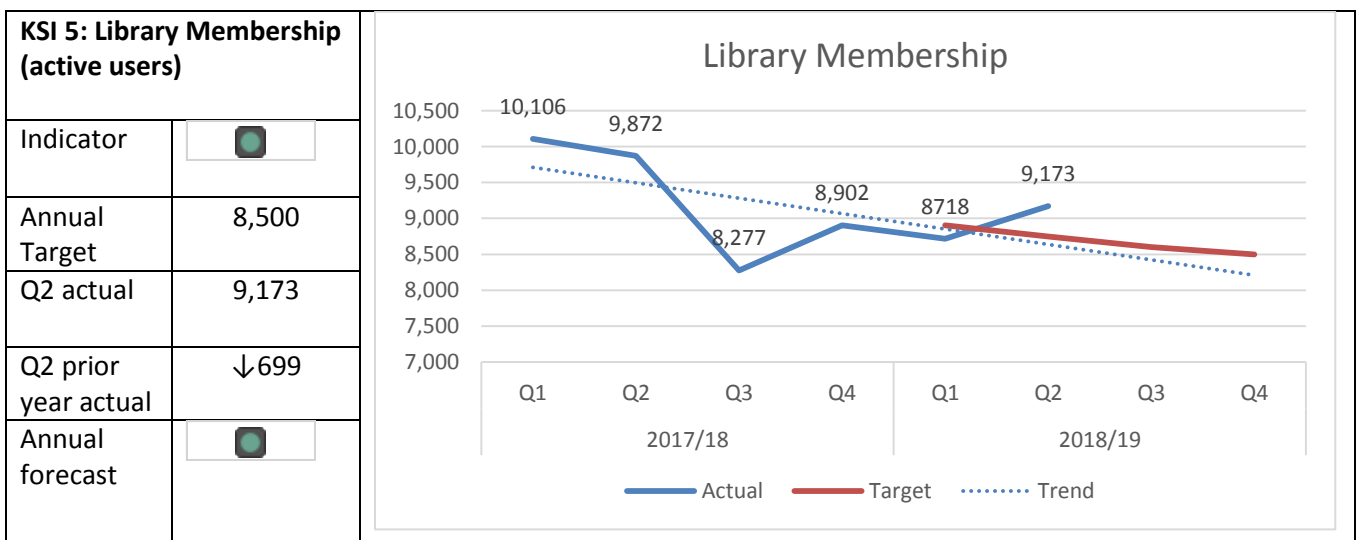
Why: This measure captures the number of distinct users who pay for our swim tuition. Their attendance is included in the participation numbers above. Payments are through direct debit, a scheme that provides the Trust with a regular, stable source of income and encourages children to become more active more often and stay safe around water.

Performance: Quarter 1 and 2 memberships are down in two locations attribute to losing key staff and other factors. Class occupancy continues to be proactively managed to deliver efficiently and reflect current numbers. A combination of interventions are already in place to address this reduction; transfer to the Scottish Swimming Framework; new programming, teachers recruitment and training; marketing and communication plan to highlight the benefits of the new scheme.



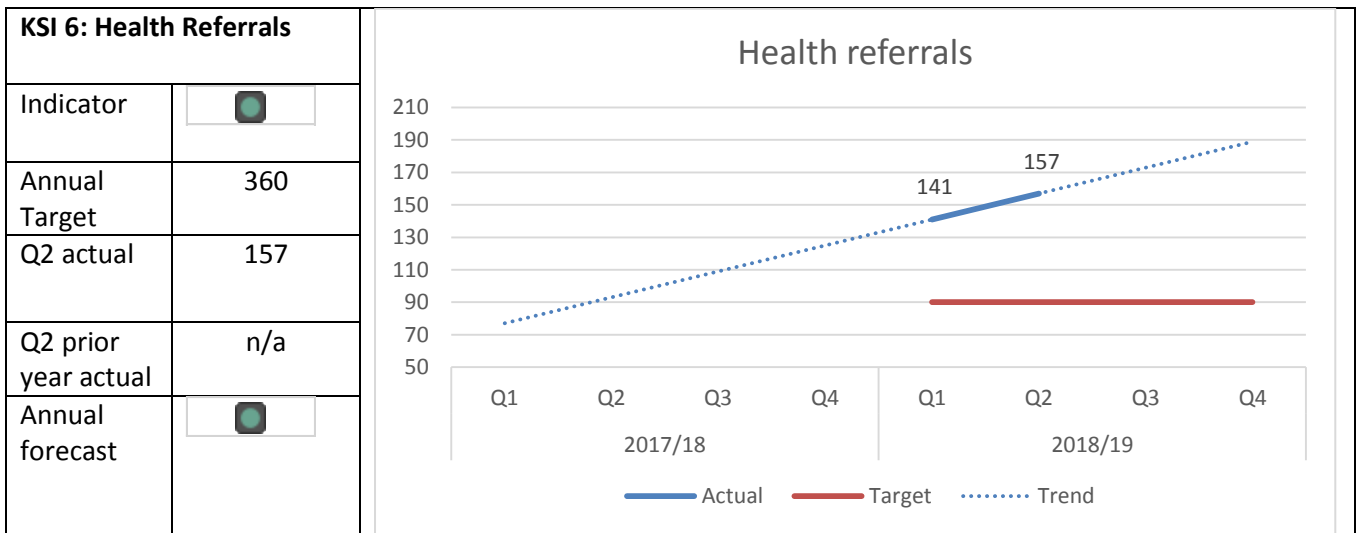
Why: This measure captures the number of distinct users who pay for our services. Their attendance is included in the participation numbers above. Payments are through direct debit, a scheme that provides the Trust with a regular, stable source of income and encourages users to become more active or in the case of the advance player development supports players through a performance pathway.

Performance: There are a number of programmes included in the indicator, including Softplay, gymnastics, play and player development. At the new Teviotdale Leisure Centre development softplay direct debits have not been as popular as anticipated but pay as you go sales have covered some of the loss in income, although not entirely. The mini programme has recently been refreshed to hit future targets. There is mixed performance across the Advanced Player Development Squads (ADPS) sports programmes or football, cycling, swimming. The Tennis programme has ended and hockey introduced and providing strong performance.



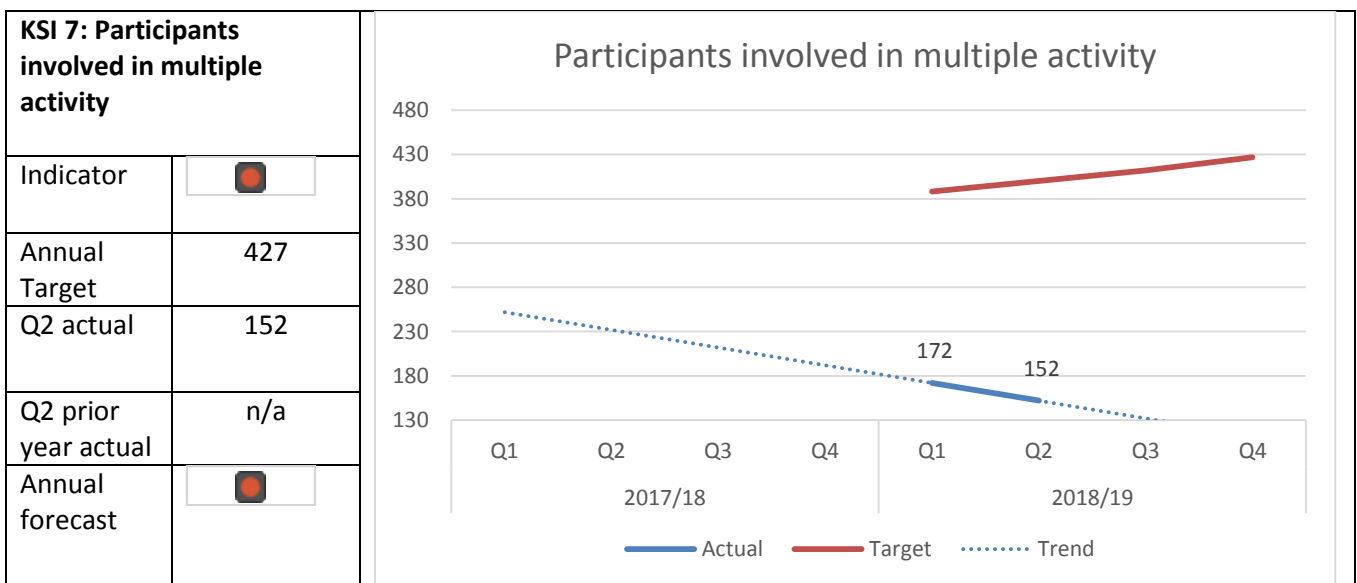
Why: This measure captures the number of distinct users who use our library service. Their attendance is included in the participation numbers above. With the evolving demands on libraries this a key measure to report the reach of library services.

Performance: Performance is reported lower than last year due to the unintended deletion of 2.5k users during quarter 1. Ongoing measures to increase membership include improved marketing of the service, promoting online resources via a library membership and hosting art based events.



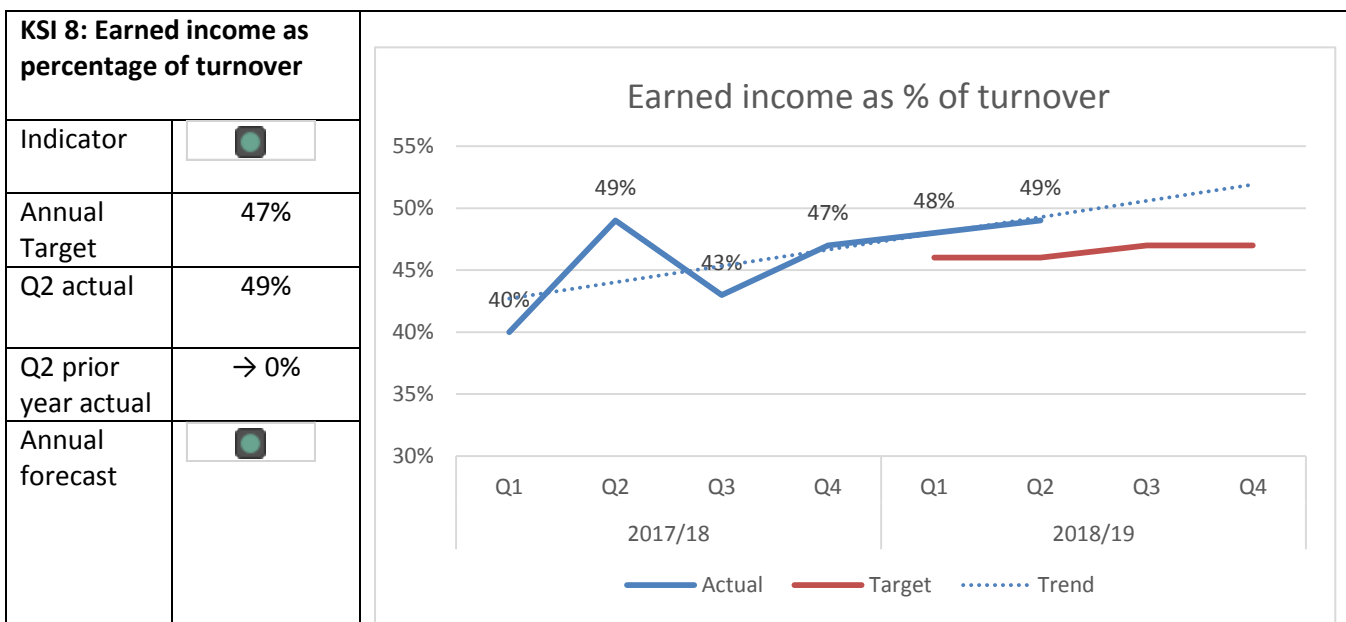
Why: Early intervention advice and medical referrals are increasingly taking the form of exercise and social prescribing. The number of referral demonstrates our active engagement and ability to influence key partners (NHS) and funders in an area of growing demand.

Performance: There is a clear growth trend in health referral programmes. Awareness amongst health referrers and general public is greater leading to higher demands. While health referral numbers are increasing the level of need (approximately 6,000 people in the Borders with diabetes plus unknown number with long-term health conditions) is significantly higher than the demand we see via referrals.



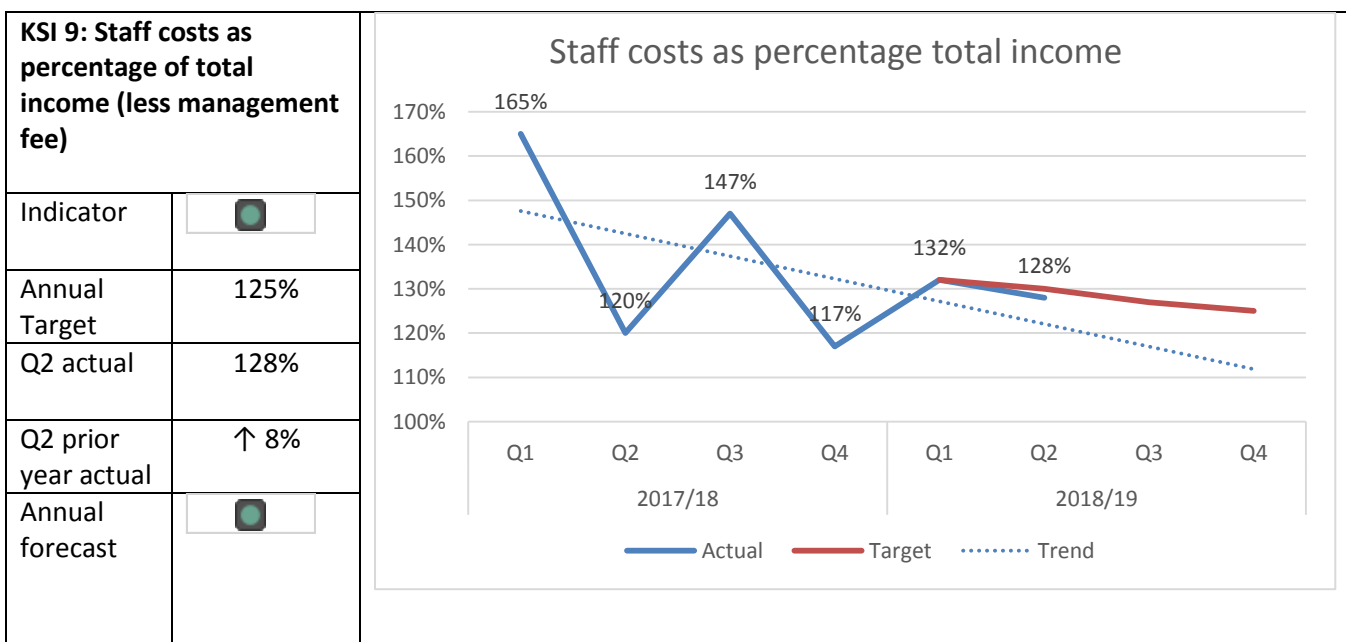
Why: This measure broadens our understanding of participation in activity and our ability to engage participants in the range of Live Borders services.

Performance: This is a new indicator to show our ability to engage participants across the services. This indicator is below target and further work is required around communicating multi-activity and also our ability to track this. GDPR and our ability to cross-sell services has also had an impact on us achieving this target. Further work is required in Q3 to engage users in multi-activity.



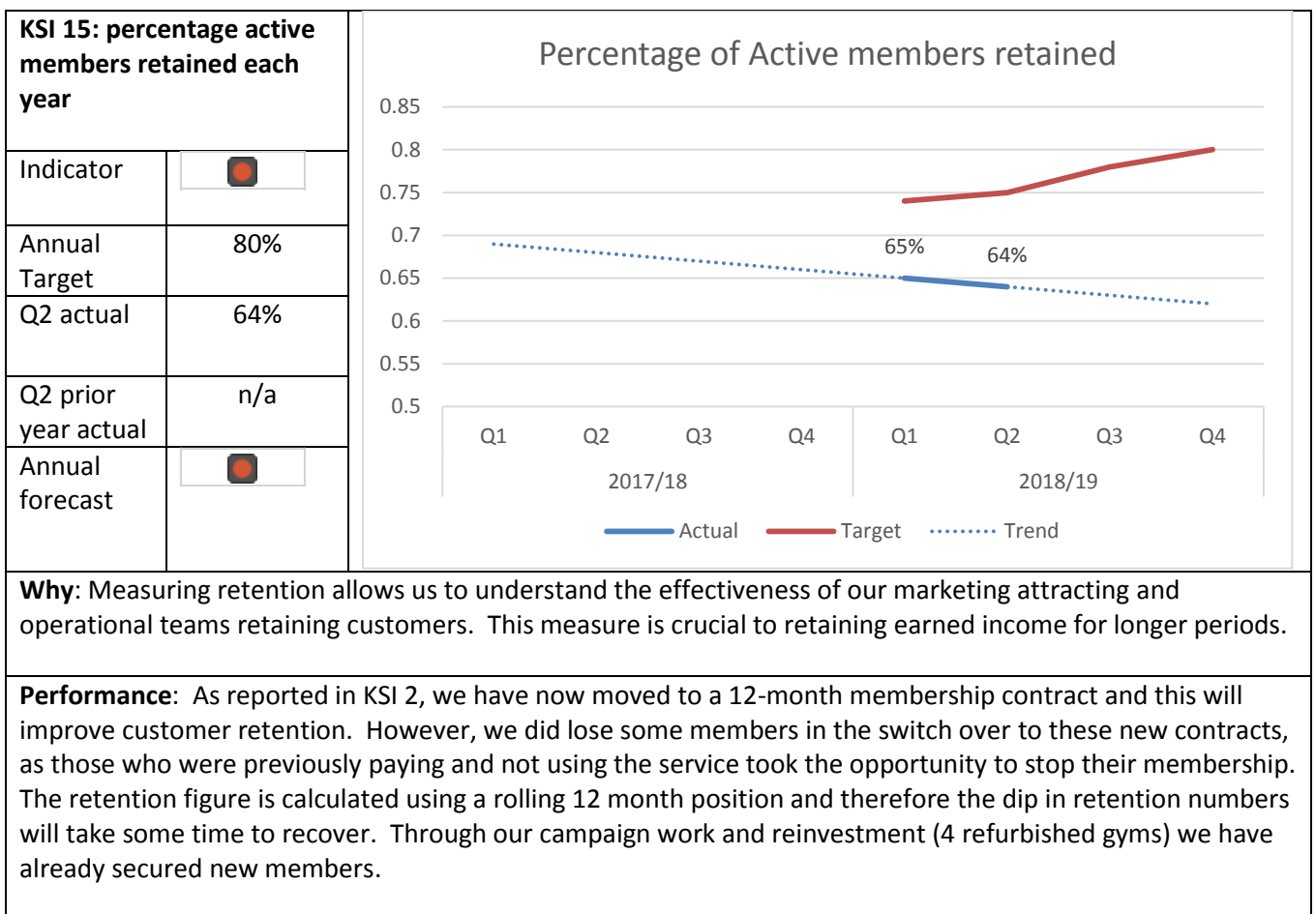
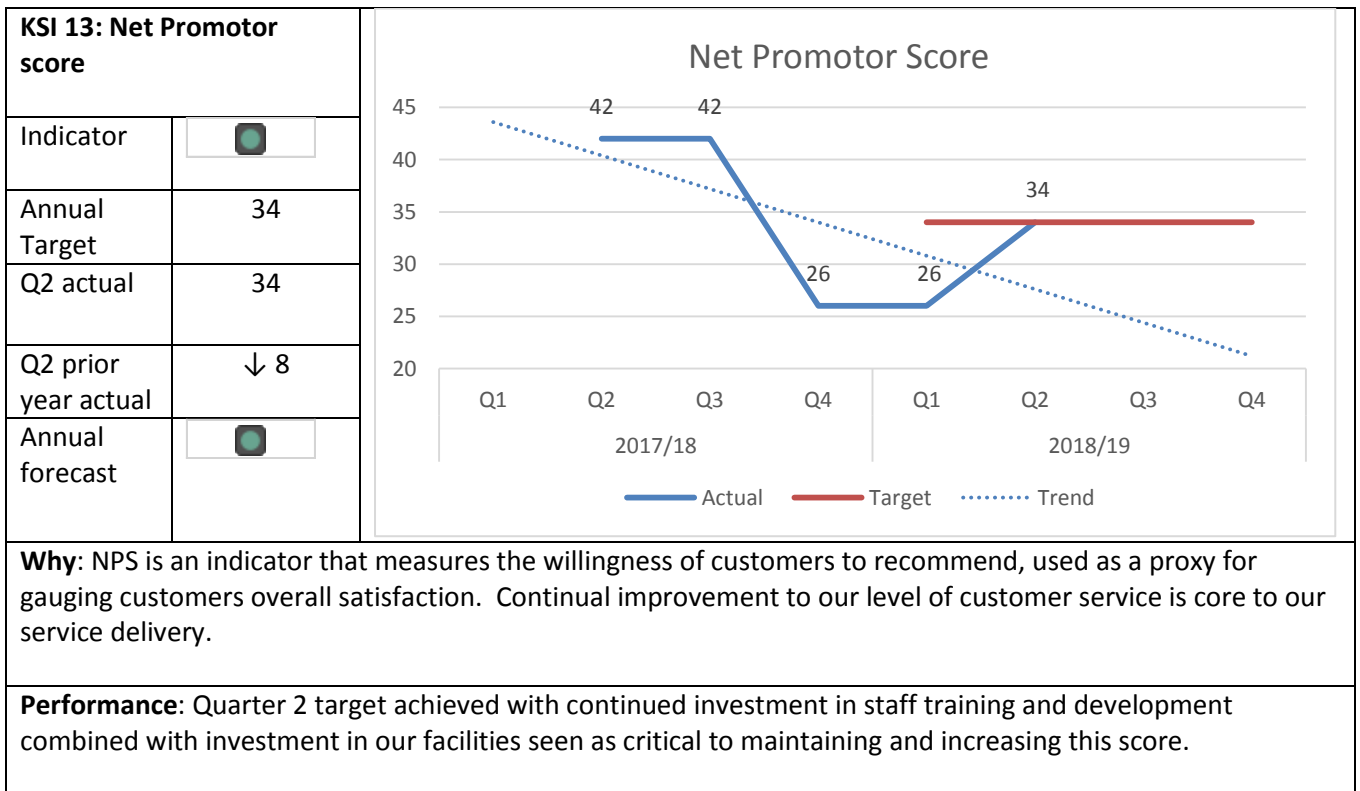
Why: This measure shows our reliance on income we generate rather than grant or management fee. It is important measure to our strategic goal of growing our earned income.

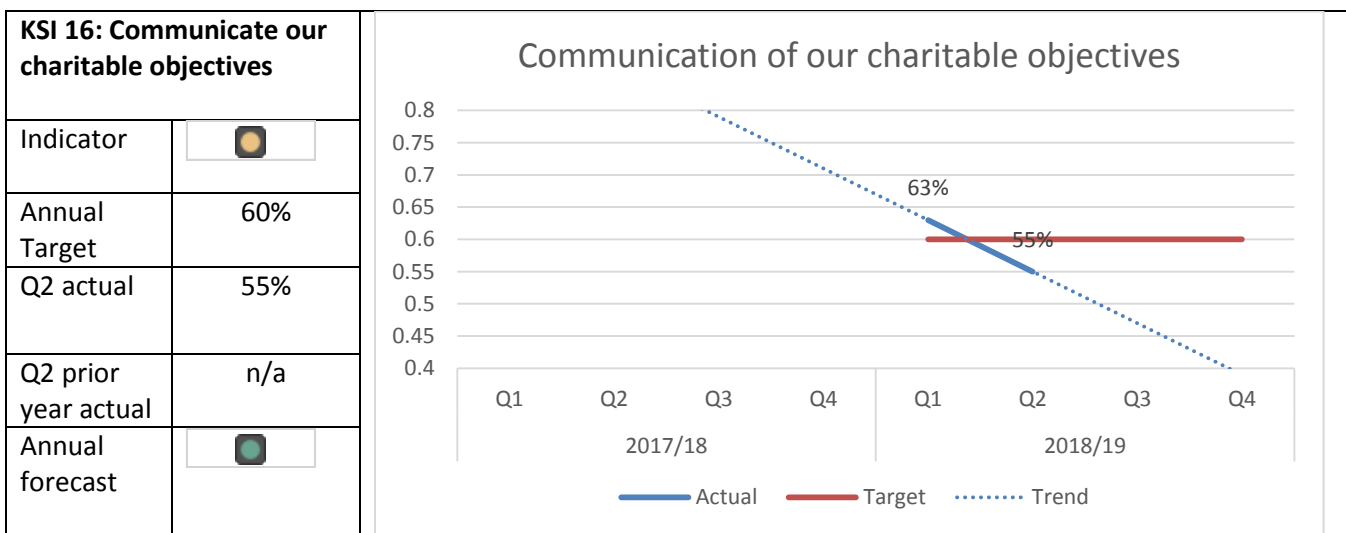
Performance: Managers continue to strive to generate income; however, it has taken longer than anticipated to penetrate some new markets for income generation in our Halls, Harestanes and café provision. Shifting our staffs focus to earned income is taking longer and also positioning ourselves in the day/overnight visitor market is at an early stage, this market is crucial to growth. Even with these challenges we are generating earned income above target.



Why: This measure shows how we are managing staff costs in relation to our income. Income includes grants, reflecting grant funding often involved staff costs. It is an important measure to demonstrate how we are effectively managing our business.

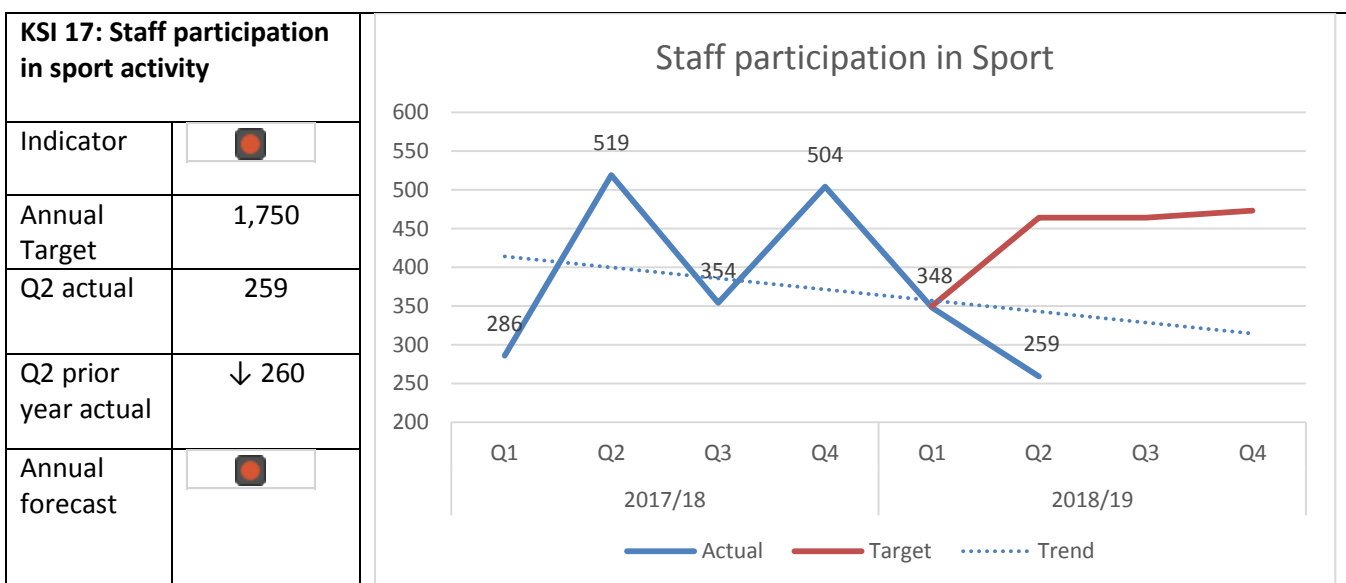
Performance: Staff costs are underspent in quarter 2, reflecting our positive performance to target.





Why: This measure illustrates the success of key messages that Live Borders is a Charity. Our Charitable status is considered a unique part of our proposition and differentiates us from competitors.

Performance: We are at a very early stage in the process of communicating our charitable objectives but so far the communication and marketing activity combined with environmental changes during refurbishments have been very positive. Incremental growth of between 1-3% is anticipated as we progress through our strategy and work further with individual services and teams.



Why: Our strategy objective to nurture our people to be proud of what they do is supported by staff using and benefitting directly from the use of the services we offer.

Performance: As yet, there has been no active promotion of this staff benefit. Staff enjoy use of our sporting facilities for free, subject to class availability. Recording against this indicator remains a challenge as the visits are not all recorded, anecdotal evidence suggests much greater usage, with awareness campaign to undertaken in quarter 4.

| KSI 18: Staff absence rate | |
|----------------------------|--------|
| Indicator | |
| Annual Target | 2.5% |
| Q2 actual | 4.02% |
| Q2 prior year actual | ↑ 2.03 |
| Annual forecast | |

Staff absence rate

| Year | Quarter | Actual | Target | Trend |
|---------|---------|--------|--------|-------|
| 2017/18 | Q1 | 2.93% | 2.5% | 2.3% |
| | Q2 | 1.99% | 2.5% | 2.4% |
| | Q3 | 2.82% | 2.5% | 2.6% |
| | Q4 | 2.49% | 2.5% | 2.8% |
| 2018/19 | Q1 | 2.79% | 2.5% | 3.0% |
| | Q2 | 4.02% | 2.5% | 3.2% |

Why: This measure allows us to review frequency, types of absence or patterns to help better inform our people management strategies

Performance: The number of long term absences increase this quarter, however these have been managed through our processes and all have returned to work or left on grounds of capability. Absence continues to be monitored monthly with early appropriate action taken.

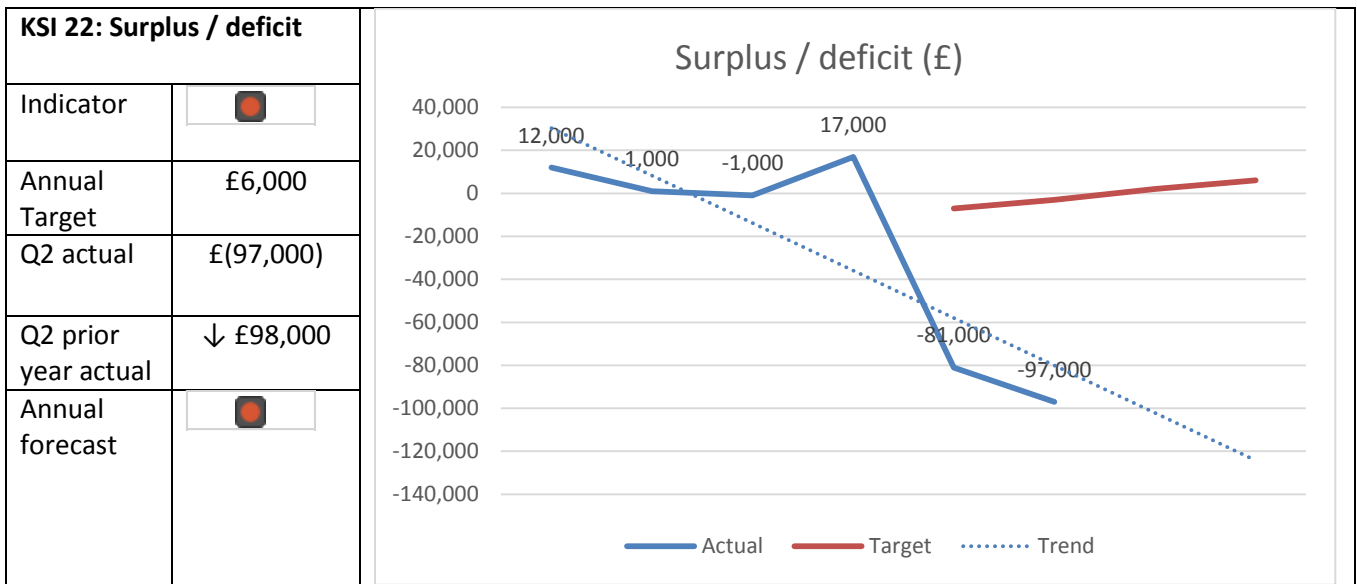
| KSI 21: Energy Consumption kw/h | |
|---------------------------------|-----|
| Indicator | |
| Annual Target | 323 |
| Q2 actual | 54 |
| Q2 prior year actual | ↓ 5 |
| Annual forecast | |

Energy Consumption - kw/h

| Year | Quarter | Actual | Target | Trend |
|---------|---------|--------|--------|-------|
| 2017/18 | Q1 | 69 | 70 | 70 |
| | Q2 | 59 | 70 | 70 |
| | Q3 | 98 | 70 | 70 |
| | Q4 | 116 | 70 | 70 |
| 2018/19 | Q1 | 79 | 70 | 70 |
| | Q2 | 54 | 70 | 70 |

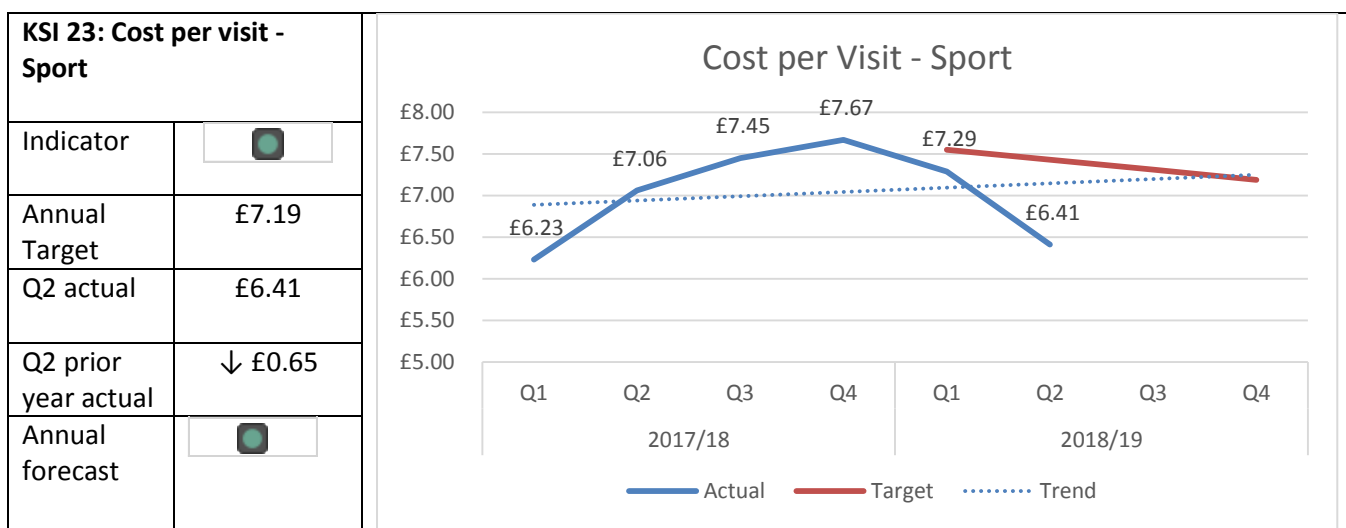
Why: Running especially pool facilities, uses a huge amount of energy and will account for significant amount of Trust's expenditure (10%). Taking steps to reduce energy consumption means that the Trust has money to invest elsewhere.

Performance: Consumption YTD is behind target due to unexpectedly high quarter 1 figures which has indicated a need for improved awareness amongst staff in relation to energy usage. Quarter 2 performance was much stronger and consumption 3.5% below target for the quarter and 8.5% below usage for same quarter last year.



Why: This measure shows how we are performing financially against our budget.

Performance: See part three of the CEO report. Some decisions on additional earned income and CAT have proved difficult to achieve operationally. Programmes is now starting to take shape these will be dealt with in future year budget planning. Some exceptional weather did impact on our income with some proactively programming bring that back on track. With appointment of a new member of staff our Halls programming continues to develop, however, it will take to establish our presence in this market.



Why: Nationally reported comparable indicator and provides year on year trend for analysis and shows how we are managing costs in relation to participant visits.

Performance: Staff costs are also lower than quarter 2 last year with other costs managed and participant numbers higher leading to a lower cost per visit.

| | | 2017/18 | 2018/19 | Growth % |
|-------------------------|-----------------------|--------------|--------------|----------|
| Subsidy/Visit | ([-F]+[H]/[A]) | £2.79 | £2.39 | 14 |
| Income/Visit | ([B]/[A]) | £4.28 | £4.02 | -6 |
| Cost/Visit | ([D]/[A]) | £7.06 | £6.41 | 9 |
| Staff Cost/Visit | ([C]/[A]) | £4.11 | £3.80 | 7 |
| Visits/000 | ([A]/[G]) | 3.61 | 3.80 | 5 |
| Rate of Return | ([B]/[D]) | 61.80 | 64.87 | 5 |
| Admissions | Quarter 1 | 205,432 | 210,233 | 2 |
| | Quarter 2 | 205,130 | 222,058 | 8 |
| | Quarter 3 | 0 | 0 | 0 |
| | Quarter 4 | 0 | 0 | 0 |
| Total Admissions | [A] | 410,562 | 432,291 | 5 |
| Income | [B] | £1,755,633 | £1,738,367 | -1 |
| | Cost of Sales | £59,346 | £91,642 | -54 |
| | Staffing [C] | £1,688,008 | £1,644,818 | 3 |
| | Expenses | £1,093,339 | £943,493 | 14 |
| Expenditure | [D] | £2,840,693 | £2,679,953 | 6 |
| Operating Loss | [E] | (£1,085,060) | (£941,586) | 13 |
| Less Other costs | | (£59,556) | (£89,735) | -51 |
| Surplus/ Deficit | [H] | (£1,144,615) | (£1,031,321) | 10 |

| KSI 24: Cost per visit – Library | |
|----------------------------------|-------------------------------------|
| Indicator | <input checked="" type="checkbox"/> |
| Annual Target | £3.46 |
| Q2 actual | £3.53 |
| Q2 prior year actual | ↓ £0.44 |
| Annual forecast | <input checked="" type="checkbox"/> |

Cost per Visit - Library

| Year | Quarter | Actual | Target | Trend |
|---------|---------|--------|--------|-------|
| 2017/18 | Q1 | £4.08 | | |
| | Q2 | £3.97 | | |
| | Q3 | £3.79 | | |
| | Q4 | £3.32 | | |
| 2018/19 | Q1 | £3.54 | | |
| | Q2 | £3.53 | | |
| | Q3 | | | |
| | Q4 | | | |

Why: Nationally reported comparable indicator and provides year on year trend for analysis and shows how we are managing costs in relation to participant visits.

Performance: A reduction in staff costs with change to management structure and operating with vacancies has contributed to the reduction in cost per visit, even with slightly fewer visits.

| | | 2017/18 | 2018/19 | Growth % |
|-------------------------|-----------------------|------------|------------|----------|
| Subsidy/Visit | ([-F]+[H])/[A] | £3.83 | £3.35 | 13 |
| Income/Visit | ([B])/[A] | £0.13 | £0.18 | 34 |
| Cost/Visit | ([D])/[A] | £3.97 | £3.53 | 11 |
| Staff Cost/Visit | ([C])/[A] | £2.77 | £2.29 | 17 |
| Visits/000 | ([A])/[G]) | 1.36 | 1.29 | -5 |
| Rate of Return | ([B])/[D]) | 3.38 | 5.09 | 51 |
| Admissions | Quarter 1 | 76,426 | 72,979 | -5 |
| | Quarter 2 | 77,957 | 73,928 | -5 |
| | Quarter 3 | | | 0 |
| | Quarter 4 | | | 0 |
| Total Admissions | [A] | 154,383 | 146,907 | -5 |
| Income | [B] | £20,694 | £26,385 | 28 |
| | Cost of Sales | £664 | | |
| | Staffing [C] | £427,793 | £336,678 | |
| | Expenses | £184,060 | £181,819 | |
| Expenditure | [D] | £612,517 | £518,497 | |
| Operating Loss | [E] | (£591,823) | (£492,112) | 17 |

| KSI 25: Cost per visit – Museum | |
|---------------------------------|--------------------------------------|
| Indicator | ● |
| Annual Target | £5.32 |
| Q2 actual | £4.70 |
| Q2 prior year actual | ↓ £1.04 |
| Annual forecast | ● |

Cost per Visit - Museum

| Year | Quarter | Actual | Target | Trend |
|---------|---------|--------|--------|-------|
| 2017/18 | Q1 | £4.04 | | |
| | Q2 | £3.66 | | |
| | Q3 | £5.78 | | |
| | Q4 | £7.13 | | |
| 2018/19 | Q1 | £5.60 | | |
| | Q2 | £4.70 | | |
| | Q3 | £4.70 | | |
| | Q4 | £4.70 | | |

Why: Nationally reported comparable indicator and provides year on year trend for analysis and shows how we are managing costs in relation to participant visits

Performance: Reduction in visitors, see KSI 1B has adverse affected year on year performance, however better than under target. The trend in performance notes the seasonal operation of some of our museums.

| | | 2017/18 | 2018/19 | Growth % |
|-------------------------|-----------------------|------------|------------|----------|
| Subsidy/Visit | ([-F]+[H])/[A] | £2.84 | £3.29 | -16 |
| Income/Visit | ([B])/[A] | £0.82 | £1.41 | 71 |
| Cost/Visit | ([D])/[A] | £3.66 | £4.70 | -28 |
| Staff Cost/Visit | ([C])/[A] | £2.82 | £3.10 | -10 |
| Visits/000 | ([A])/[G] | 0.97 | 0.87 | -10 |
| Rate of Return | ([B])/[D] | 22.48 | 29.95 | 33 |
| Admissions | Quarter 1 | 49,733 | 43,514 | -13 |
| | Quarter 2 | 60,168 | 55,932 | -7 |
| | Quarter 3 | | | 0 |
| | Quarter 4 | | | 0 |
| Total Admissions | [A] | 109,901 | 99,446 | -10 |
| Income | [B] | £90,398 | £139,889 | 55 |
| | Cost of Sales | £24,188 | £11,471 | |
| | Staffing [C] | £310,456 | £308,351 | |
| | Expenses | £67,545 | £147,316 | |
| Expenditure | [D] | £402,189 | £467,138 | |
| Operating Loss | [E] | (£311,791) | (£327,249) | -5 |