
LIVE BORDERS PERFORMANCE REPORT QUARTER 2 2019/20 (BI-ANNUAL SUMMARY AND DATA FOR QUARTER'S 1 & 2 2019/20)

Report by Executive Director

Executive Committee

11 February 2020

1 PURPOSE AND SUMMARY

- 1.1 This report presents a high-level summary of Live Borders' performance during Quarters 1 and 2 2019/20, with details contained within Appendices 1 and 2.**
- 1.2 On 1 April 2016, a new Integrated Culture and Sport Trust, Live Borders, was established. As part of the Service Provision Agreement (the contract), SBC developed a Performance Management Framework to ensure effective oversight of the work of the Integrated Trust, ensuring that six key outcomes were being addressed. A set of performance indicators were developed at this time and have been used to report performance to Executive Committee.
- 1.3 During 2018, Live Borders developed and agreed a new Strategic Plan, with a vision and 6 strategic goals. Underpinning this is a revised set of performance indicators. As a result, a new format for performance reporting has been established and is presented at **Appendices 1 and 2**.
- 1.4 Section 4 summarises the key successes and challenges during Quarters 1 and 2 2019/20 and the work being done to either maintain or improve performance. Section 5 summarises financial performance.
- 1.5 The information contained within the appendices will be made available on [SBC's website](#), ensuring that the duty to report publicly and demonstrate Best Value is met.

2 RECOMMENDATIONS

- 2.1 I recommend that the Executive Committee notes Live Borders' performance and the action being taken to maintain or improve performance.**

3 BACKGROUND

- 3.1 On 1 April 2016, a new Integrated Culture and Sport Trust, Live Borders, was established. As part of the Service Provision Agreement (the contract), SBC developed a Performance Management Framework to ensure effective oversight of the work of the Integrated Trust, ensuring that six key outcomes were being addressed. Within this Framework, a set of performance measures were proposed under each outcome and have been used to report performance (reports can be accessed on [SBC's website](#)).
- 3.2 During 2018, Live Borders developed a [new strategic plan](#) for the period 2018 – 2023 which was approved by their Board in February 2018. The Strategy contains a new vision (*"Everyone living in, working in, and visiting the Borders will be healthier, happier and stronger"*) and 6 strategic goals that are aligned to the outcomes specified in the contract:
- i. Expand levels of participation
 - ii. Grow earned income
 - iii. Develop plural funding streams
 - iv. Build on reputation for great customer service
 - v. Create a sustainable charity
 - vi. Nurture staff to be proud of what they do

The table below shows how the Strategic Plan goals will assist Live Borders in working towards the 6 outcomes in the contract with SBC:

	Live Borders Strategic Goals					
Contract Outcomes	Expand levels of participation	Grow earned income	Develop plural funding streams	Build Reputation	Create a sustainable charity	Nurture staff to be proud of what they do
Improved mental and physical health and wellbeing	X					
Enhanced learning opportunities	X					
Increased economic benefits to the Scottish Borders	X	X	X			
Enhanced partnerships, pathways and access	X	X	X	X	X	
Stronger communities	X	X	X	X	X	
Increasingly effective operations	X	X	X	X	X	X

- 3.3 A range of Key Strategic Indicators (KSI) has now been developed under the 6 strategic goals, along with a range of financial measures; these measures are presented at **Appendix 1**.

4 PERFORMANCE

4.1 **Appendix 1** presents a range of information for each of the KSIs including why the indicator is important, a performance gauge (based on set criteria presented within Appendix 1), an annual target (approved by the board), actual performance, quarterly performance compared to the same time last year. The position based on green, amber or red (defined within Appendix 1). Appendix 2 presents a range of case studies to showcase the work being done across Live Borders and the impact that it is having on people's health and well-being in the Scottish Borders.

4.2 Key successes during the two Quarters included:

Active Membership: membership continues to perform well with 8% increase on prior year. A successful fit for summer campaign and national fitness day generating much of this increase. This increase is being sustained with improvement in our member retention (KSI 15).

Communicate our charitable objectives: As we continue to promote and raise awareness of our charitable status, survey results are evidencing this awareness. Results come from a quarterly survey on our users.

4.3 Key challenges during the two quarters included:

Learn 2: Our learn to swim programme continues to engage fewer participants than target. A new framework has been adopted and work continues to drive improved attendances.

Staff absence: All absences continue to be proactively managed, however, exceeds our low target.

Other sports participation: An error with the target as this does not reflect the seasonal nature of some of our programmes (hockey is 38-week programme). All programmes have restarted. The annual target reflects anticipated growth from our new gymnastic offer that will launch in January 2020 allowing us to reach our year-end target.

5 FINANCIAL PERFORMANCE

5.1 **Earned income as a % of turnover:** remains on target.

5.2 **Surplus/Deficit:** Services supported by the Service Provision Agreement were £12k better than budget year to date.

5.3 A deficit of £36k is reported for Quarter 2, £126k year to date, however, this is better than budget by £12k for the quarter, and £21k better than budget year to date.

5.4 Income is £11k ahead of budget for the quarter, an increase of 12% on last year. While our learn 2 programme (KSI 3) remains a challenge along with our café operations positive income across our sports sites has been achieved through new programmed activity. Good progress is being made on attracting additional income in our Museums and Galleries service.

Staffing is being managed within budgets. Challenges, particularly with utility costs continue although an improvement has been seen in Quarter 2 with the detailed analysis showing consumption is reducing.

- 5.5 The Jim Clark Motorsport Museum opened in July 2019. Visitor numbers have exceeded expectations with very positive customer feedback.

6 IMPLICATIONS

6.1 Financial

There are no costs attached to any of the recommendations contained in this report.

6.2 Risk and Mitigations

Effective performance management arrangements will ensure that services, and those providing services on behalf of SBC, are aware of any weaknesses and can take corrective action in a timely manner, therefore mitigating any risks more effectively. The Council's Risk Management Policy and framework ensures that all services, and services delivered by third parties, identify and manage risks to the achievement of their objectives, with senior management providing appropriate levels of oversight. Performance should be enhanced by having robust risk management arrangements in place.

6.3 Equalities

There are no adverse equality/diversity implications. Performance reporting may help to identify and address any equality / diversity issues and improve processes and procedures.

6.4 Acting Sustainably

The outcomes specified within SBC's contract with Live Borders and the strategic goals within the Live Borders strategic plan are focussed on creating a sustainable integrated trust, focused on improving the health and wellbeing of people in the Scottish Borders, as well as contributing to the local economy. By monitoring performance on a regular basis and across a number of key areas, the Joint Officer Group is well placed to ensure future sustainability - socially, economically and environmentally.

6.5 Carbon Management

There are no effects on carbon emissions as a result of the recommendations in this report.

6.6 Rural Proofing

This report does not relate to new or amended policy or strategy and as a result rural proofing is not an applicable consideration.

6.7 Changes to Scheme of Administration or Scheme of Delegation

There are no changes to be made to either the Scheme of Administration or the Scheme of Delegation as a result of the proposals contained in this report.

7 CONSULTATION

7.1 The Executive Director Finance & Regulatory, the Monitoring & Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR, Communications and the Clerk to the Council have been consulted and any comments received have been incorporated into the final report.

Approved by

Name **Signature**

Rob Dickson, Executive Director

Author(s)

Name	Designation and Contact Number
Linda Ross	Director of Business Services, Live Borders

Background Papers: Performance Management Framework for the Integrated Sport and Culture Trust

Previous Minute Reference: Executive Committee, 8 March 2016; Performance Report- Executive Committee August 20, 2019

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

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