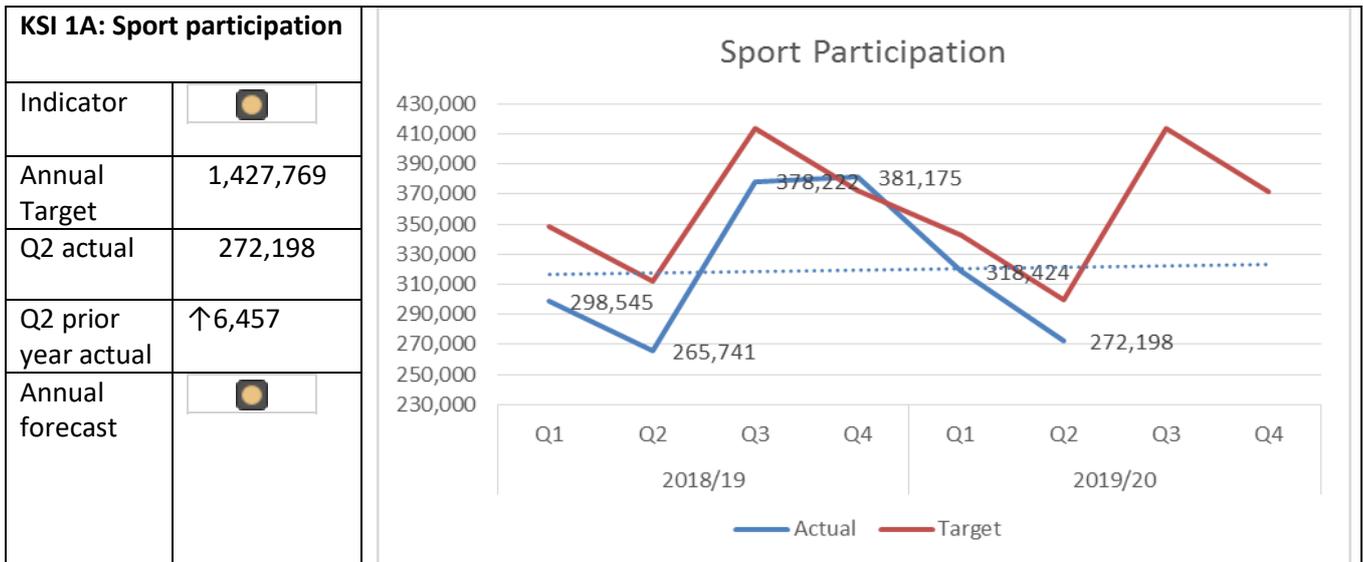


Appendix 1: Detail of Performance Indicators and trends

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		
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 18	Staff absence rate		
KSI 19	Staff turnover	Annual	
KSI 20	Volunteer numbers	Annual	
FINANCIAL			
KSI 21A	Energy consumption by square meter (KW/sqm)		
KSI 21B	Carbon Management tCO ² e	Annual	
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)		

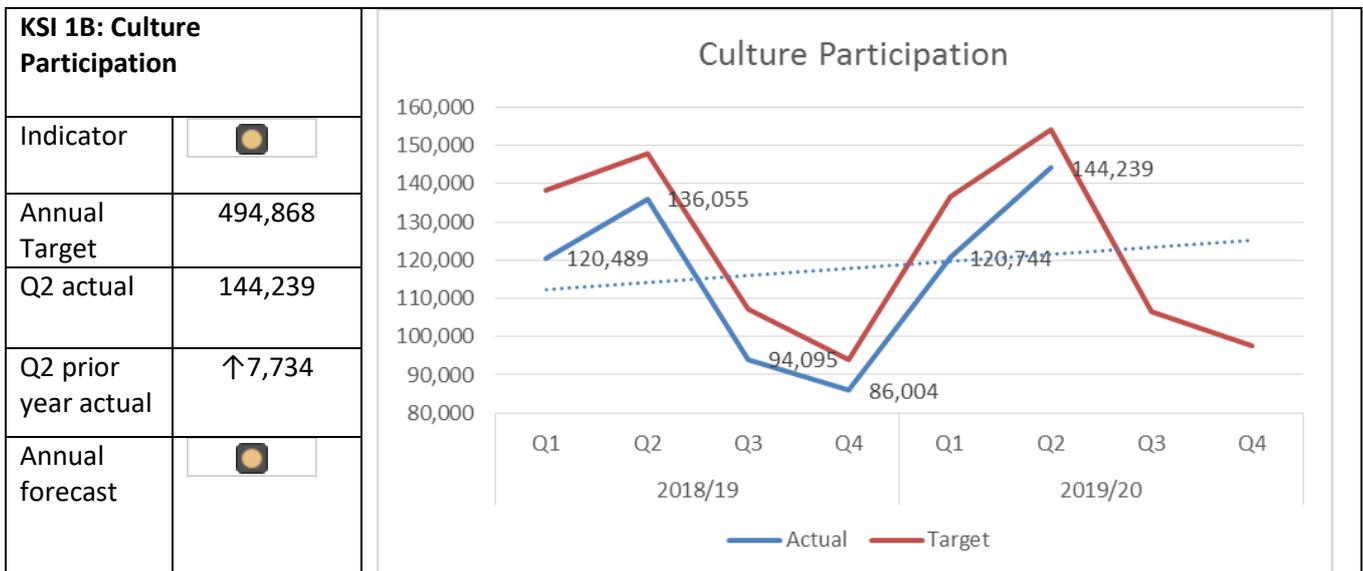
Quarterly	
	95% plus of target met
	85-94% of target met
	Significant under achievement

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



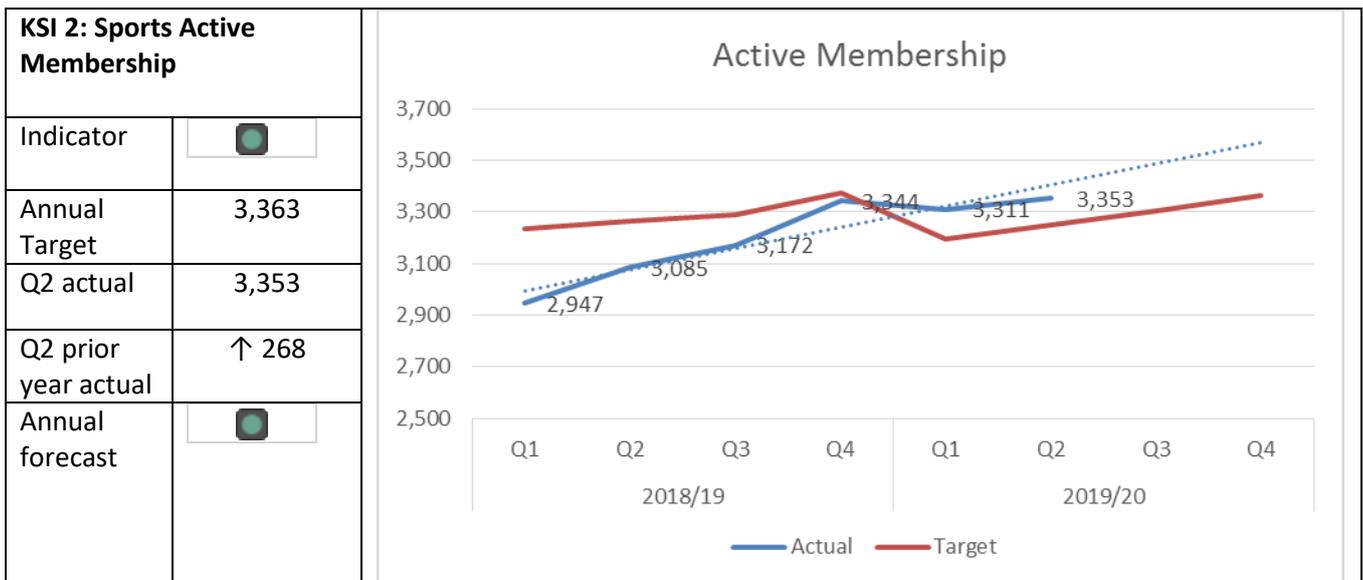
Why: This measure captures the participation numbers engaged in sport and physical activity and demonstrates the reach of the Trust. Participation is not only important to the economic viability of the Trust but it also demonstrates we are contributing to improving health and wellbeing of the Borders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

Performance: Although an improvement on prior year, participation continues to track behind target. Monthly phasing does not reflect growth towards year-end targets and as such, participation targets for quarter 1 and quarter 2 have been a challenge. Performance is tracking behind through Venues events with lower ticket sales than expected, Learn 2 swim members (see KSI 3 below) and other active direct debits (see KSI 4).



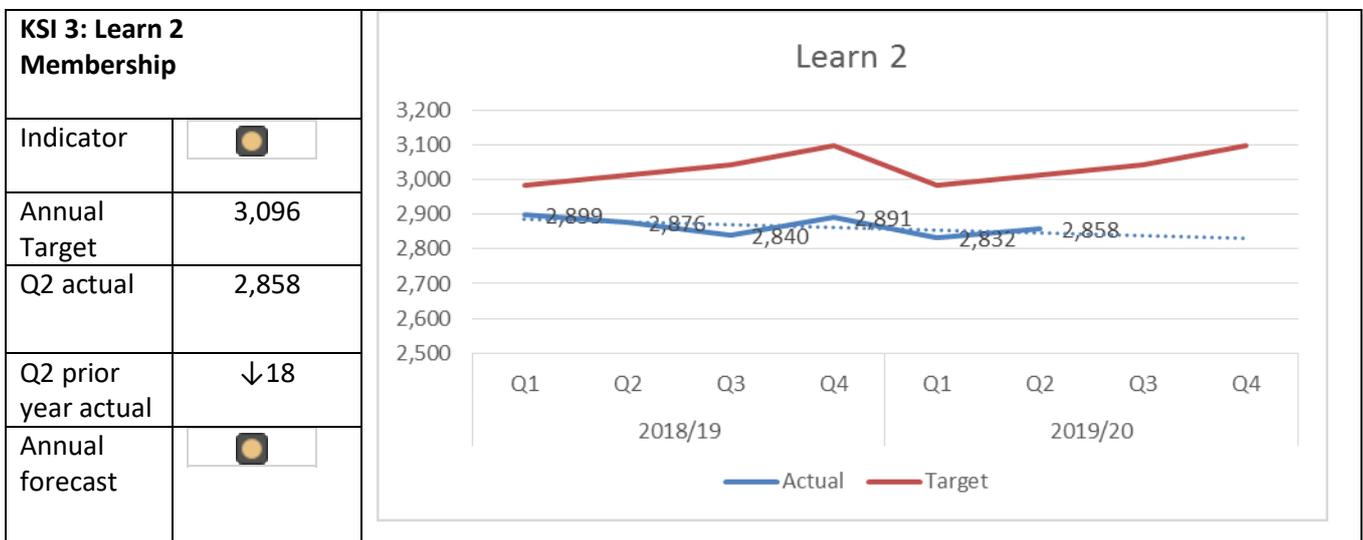
Why: This measure captures the participation numbers engaged in cultural activity and demonstrates the reach of the Trust. Participation is not only important to the economic viability of the Trust but it also important to improving health and wellbeing of the Borders population. 9 of our 12 museums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

Performance: Growth from the prior year predominately down to the excellent visitor figures for Jim Clark. External works were also completed at Sir Walter Scott’s Court Room and this site enjoyed a 61% increase from the prior year. Live audience numbers exceeded their target at Towermill (1,176 against target of 666). Heritage Hub visitor numbers are also 226 ahead of target with a number of notable outreach and engagement events contributing to the growth. The shortfall in the target is primarily attributed to ambitious targets in our library service with a quarter 2 shortfall of 7,171 library physical visits.



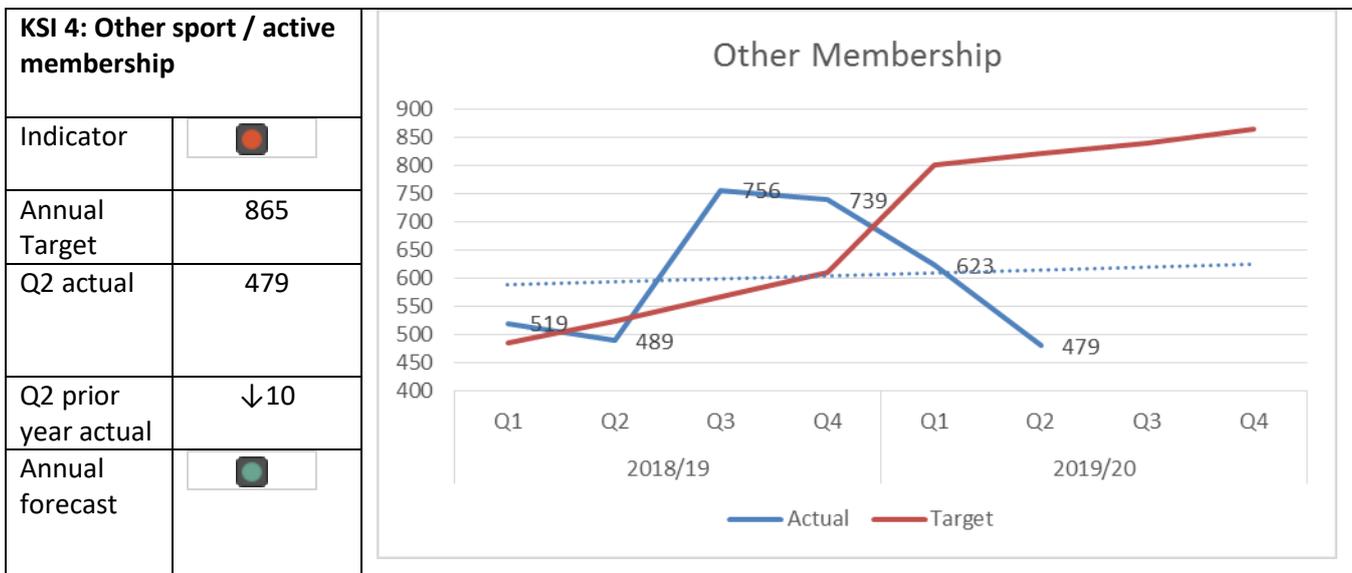
Why: This measure captures the number of distinct users who pay for our gym, swim and fitness membership. Payments are through direct debit, a scheme that provides the Trust with a regular, stable source of income and encourages users to become more active more often. Member attendance is included in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

Performance: Membership continues to perform well against prior year and remains broadly on target with small growth from quarter 1. Kelso and Peebles (Gytes) were the outstanding performers both with 18% growth in numbers from quarter 1. A successful 'Fit for Summer' campaign followed by September's 'National Fitness Day' 'join for a £1' promotion (generating 184 sales) was the catalyst for this growth.



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.

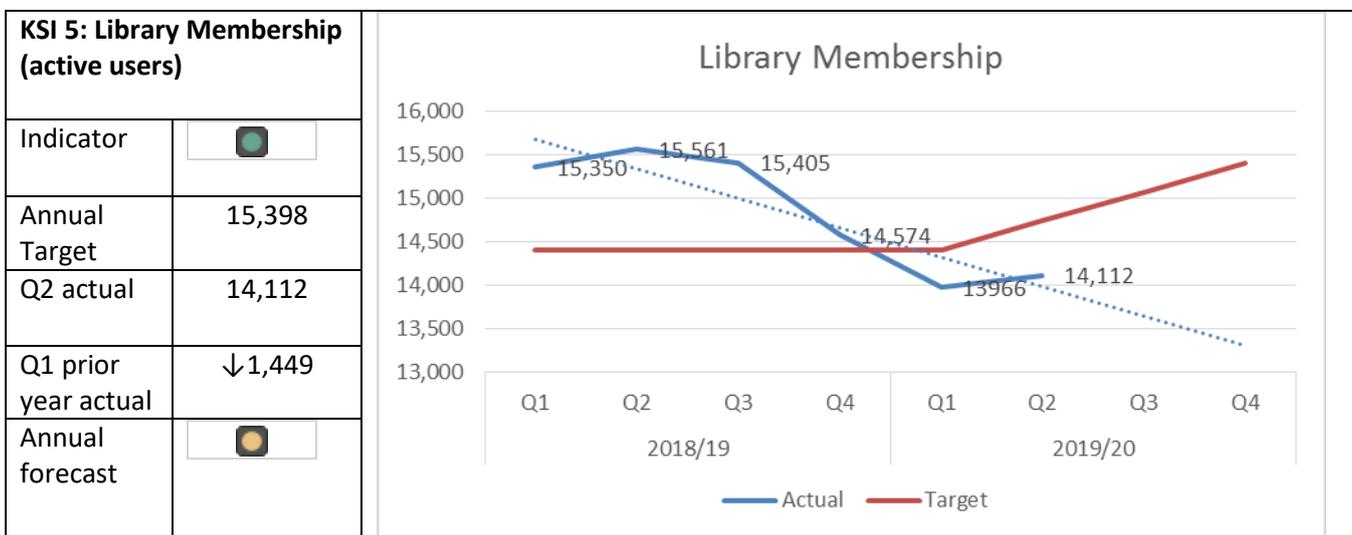
Performance: Small growth in members from quarter 1 but remains behind target. Local teams and the Aquatics officer continue to drive numbers with preschool, adult, and child taster sessions distributed to nurseries. It remains very unlikely that we will now achieve target with efforts focussed to return numbers to the baseline of 3,096.



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:

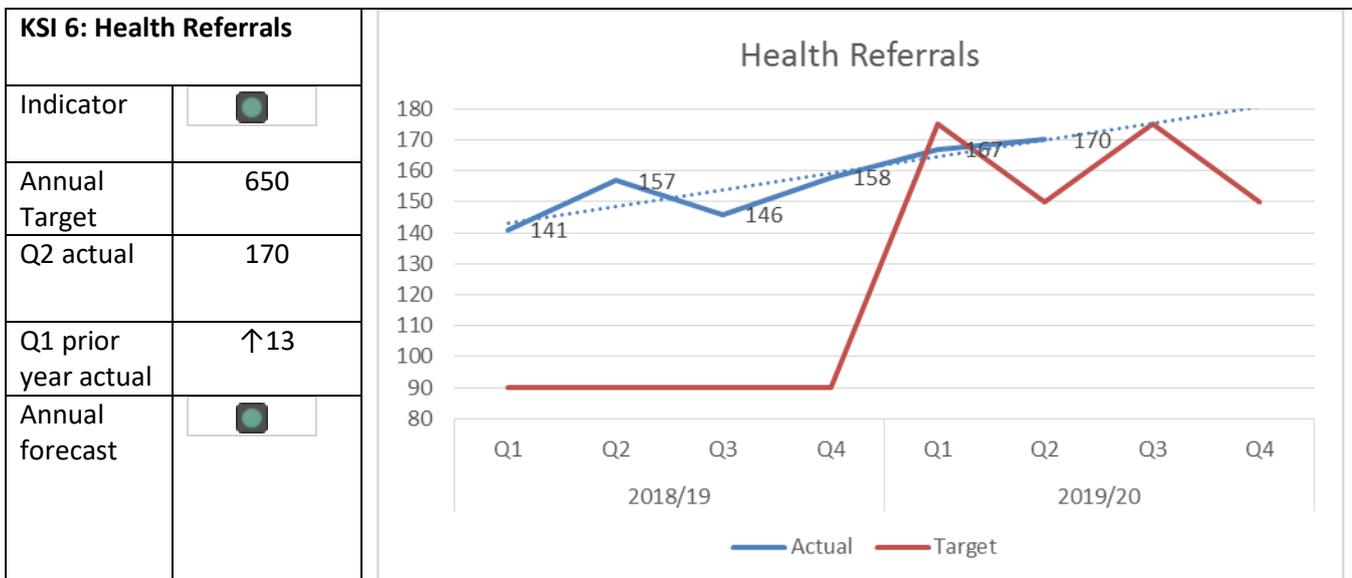
Performance for the quarter significantly down on target and marginally down on prior year. Significant growth targets were set for Gymnastics, Mini Programme and Hockey Development activities however phasing across quarter 2 does not account for the anticipated drop in members over the summer months as the hockey programme breaks. With a new gymnastics centre due to go live in quarter 4 and with Hockey Development numbers expected to return to target for quarter 3 we remain confident that the end of year target can be achieved.



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.

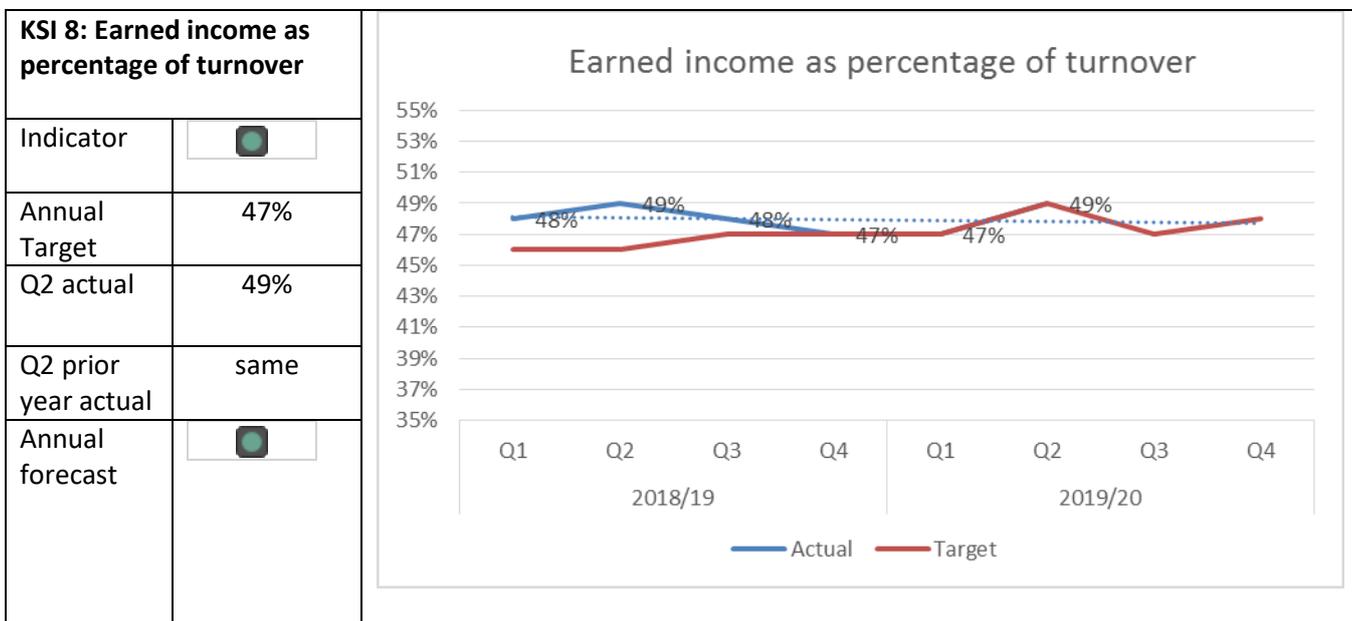
Performance:

The service has achieved a very slight increase in the number of active users on last quarter however, remains behind the annual target. There continues to be growth in online active library users. The service continues to explore ways of retaining and attracting new members. Quarter 3 tends to be a busier period for libraries, therefore we projecting a positive progress against the annual target.



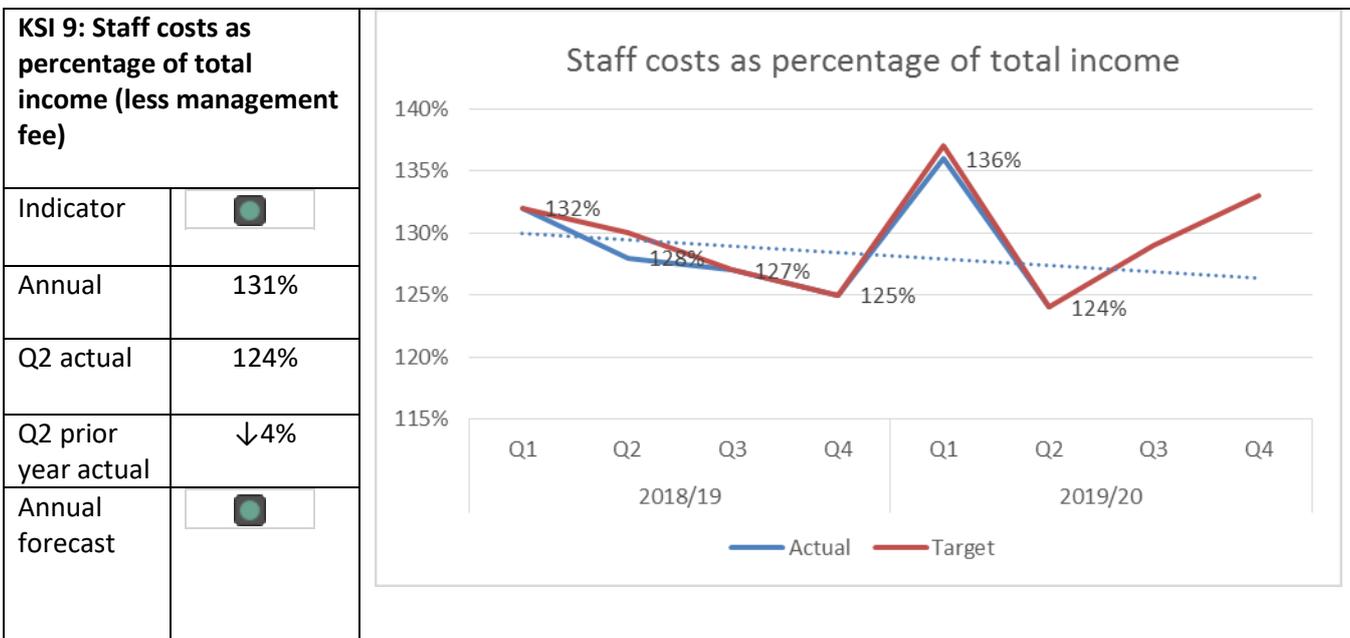
Why: Early intervention advice and medical referrals are increasingly taking the form of exercise and social prescribing. The number of referral demonstrates our active engagement and ability to influence key partners (NHS) and funders in an area of growing demand.

Performance:
Excellent quarter 2 performance when participation has dropped off previously through the summer months. Diabetes referrals have been strong with the addition of Kelso and Hawick classes. Active Ageing and Steadi classes continue to perform strongly. Overall health conditions usage has increased by 31% from quarter 1 to quarter 2 with visits peaking at almost 1,500 per month.



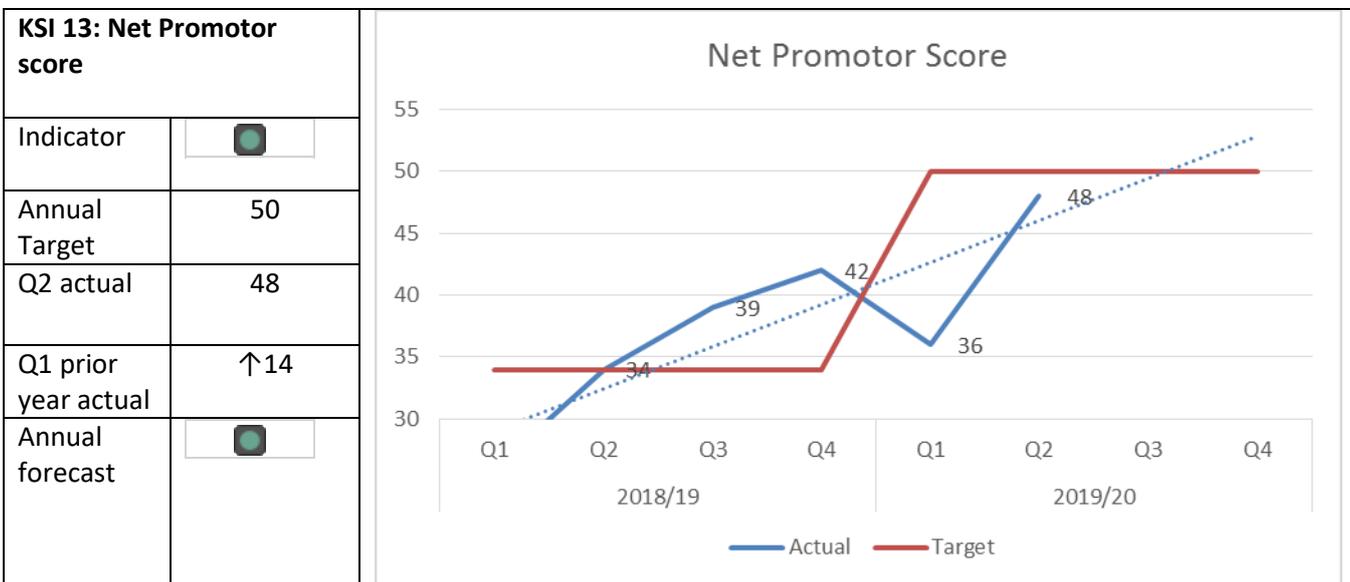
Why: This measure shows our reliance on income we generate rather than grant or management fee. It is important measure to our strategic goal of growing our earned income.

Performance:
Earned income is in line with budget target. A good performance for Sport centres and Managed Services, but Halls and Towermill are failing to meet targets.



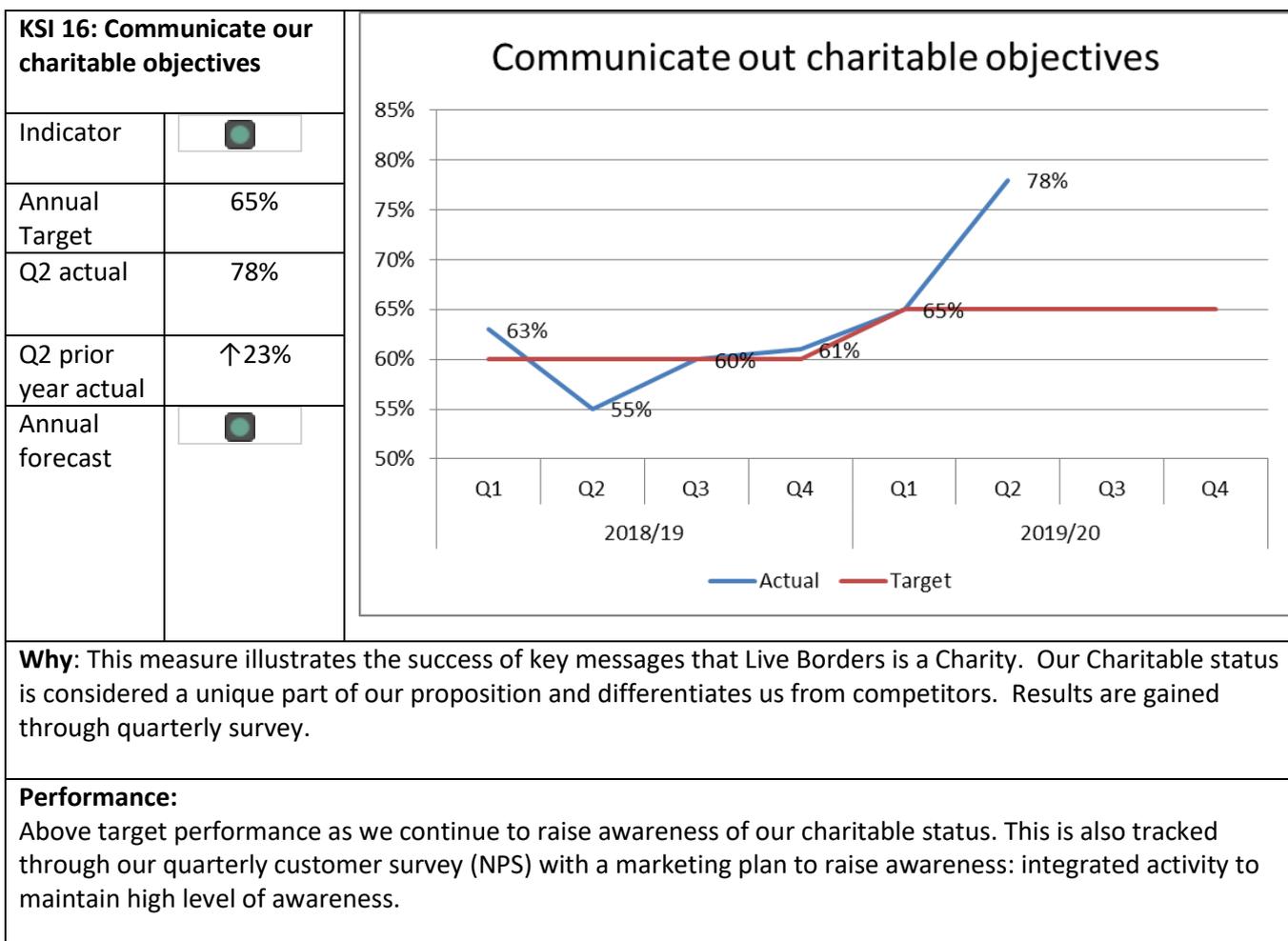
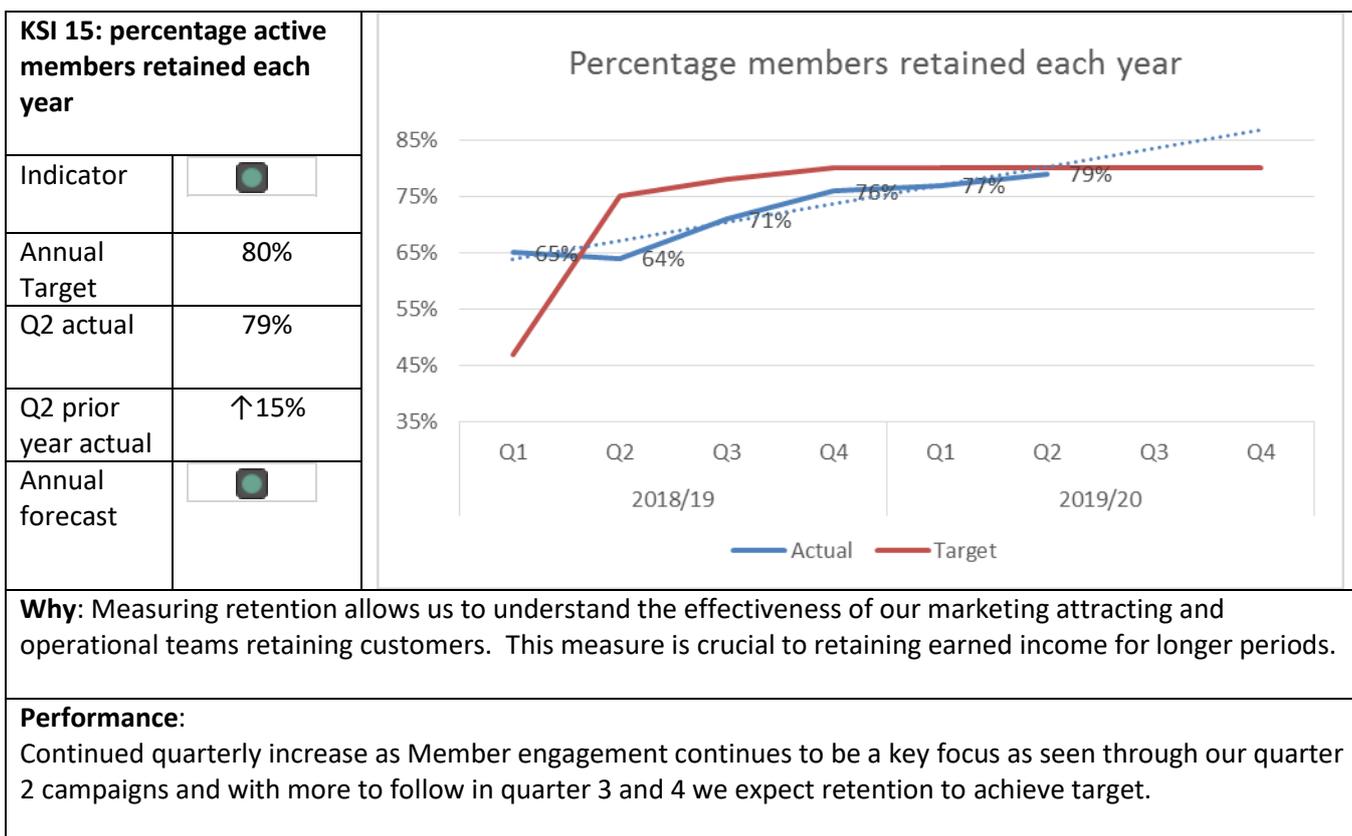
Why: This measure shows how we are managing staff costs in relation to our income. Income includes grants, reflecting grant funding often involved staff costs. It is an important measure to demonstrate how we are effectively managing our business.

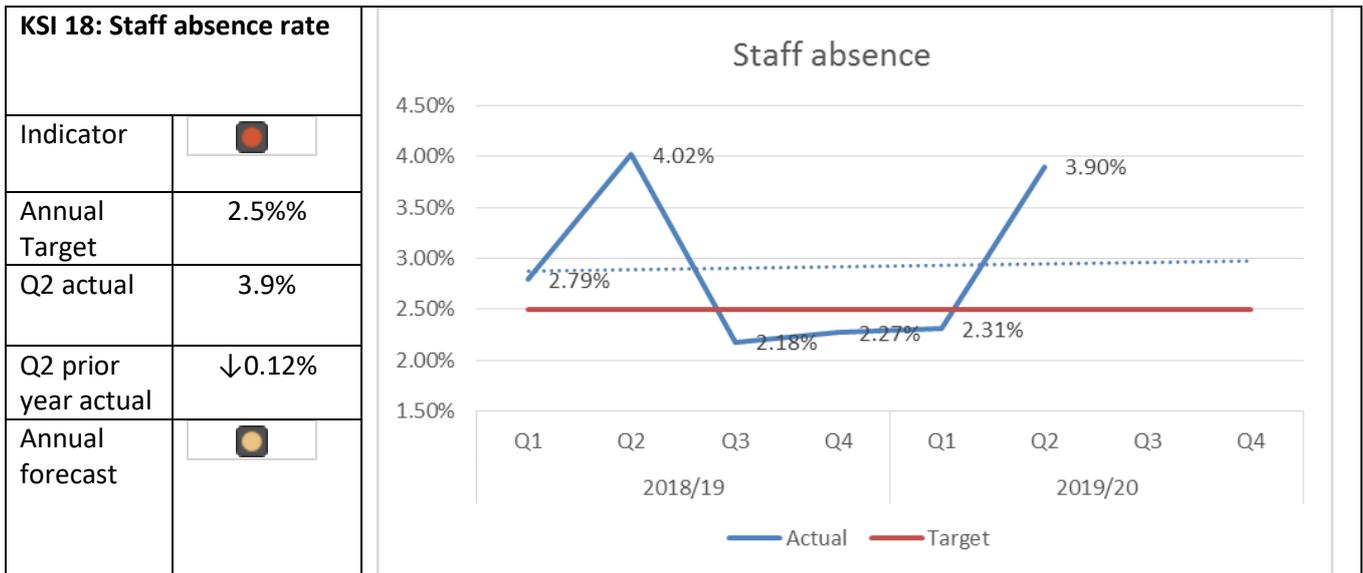
Performance: Actual of 124% shows 4% improvement on quarter 2 2018/19, in line with budget for the quarter. Vacancies in Managed and Business services have led to favourable variances, however this has been additional staff costs, some for new income generating activity as well as cover in the sports and halls (commercial services).



Why: NPS is an indicator that measures the willingness of customers to recommend, used as a proxy for gauging customers overall satisfaction. Continual improvement to our level of customer service is core to our service delivery.

Performance: NPS score is achieved through a quarterly customer survey, with different sample size and people each time. This is a significant increase from quarter 1, close to annual target and above industry standard. All teams have been tasked with creating action plans based on qualitative feedback, to address concerns and celebrate success.

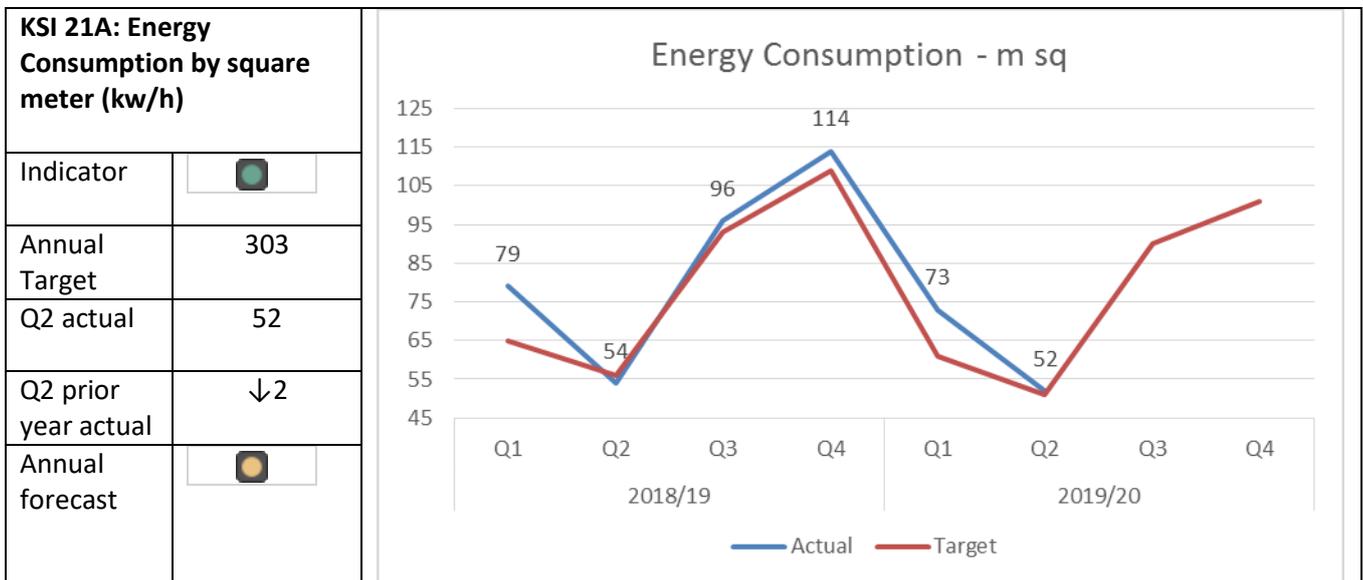




Why: This measure allows us to review frequency, types of absence or patterns to help better inform our people management strategies

Performance:

Long-term absence is 2.48% (8 individuals) and short term is 1.42%. All absence continues to be managed proactively and engage with our occupational health provider to support return to works. In addition, Live borders are providing wellbeing training in quarter 3 to encourage staff to support their own wellbeing. Next quarter we will bench mark with other trusts to get an idea of where their absence levels are. An ambitious annual target that we may not achieve.

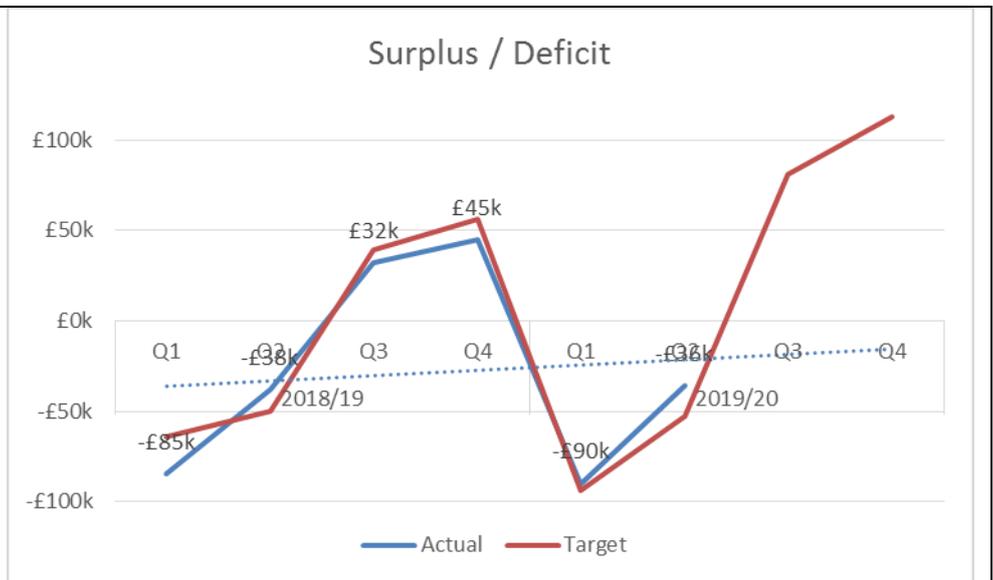


Why: Running especially pool facilities, uses a huge amount of energy and will account for significant amount of Trust's expenditure (10%). Taking steps to reduce energy consumption means that the Trust has money to invest elsewhere.

Performance:

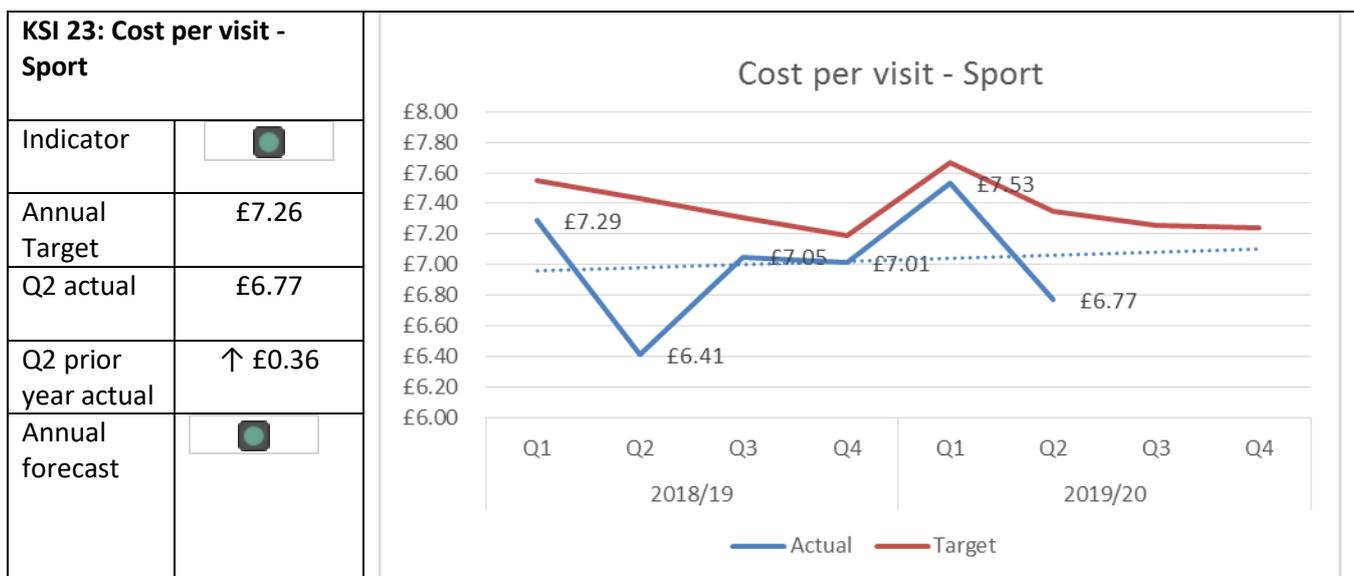
Stronger performance across quarter 2 has seen an improvement of 4% against prior year but still lagging behind target. Heightened focus on the management of energy consumption through the new Property and Sustainability Officer has already made a positive impact on consumption but achieving target will be challenging across the remainder of the year.

KSI 22: Surplus / deficit	
Indicator	<input checked="" type="checkbox"/>
Annual Target	£47K
Q2 actual	£-36K
Q2 prior year actual	↑ £2K
Annual forecast	<input checked="" type="checkbox"/>



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

Performance:
 The deficit of £36k is £16k better than budget for the second quarter. Income and overheads performed better than target, staffing was just short of target. Year to date we are now £21k better than budget.

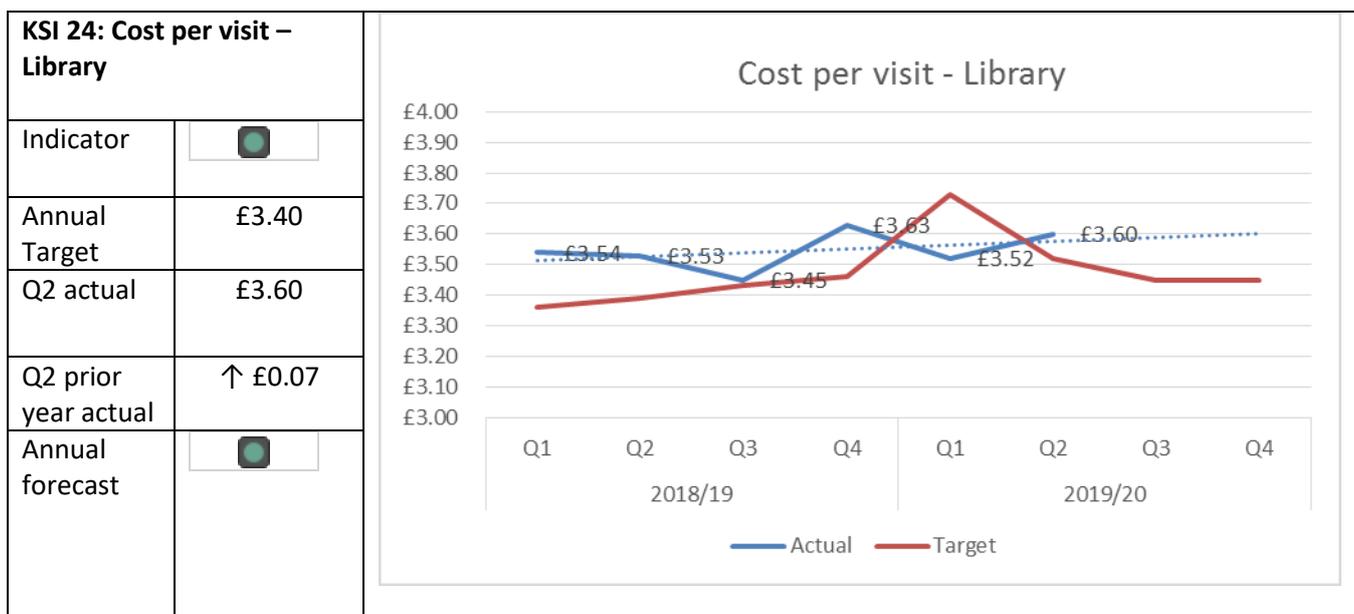


Why: Nationally reported comparable indicator and provides year on year trend for analysis and shows how we are managing costs in relation to participant visits. 2019/20 figures below are cumulative year to date.

Performance:

Cost per visit down 76p from quarter 1 as expected with slightly increased participation and better control of overheads with underspends against property and equipment costs.

Quarter 2 2019/20		SPORT				
		2018/19		2019/20		Growth %
Subsidy/Visit	([-F]+[H])/[A]	£2.40		£2.61		-9
Income/Visit	([B])/[A]	£4.01		£4.16		4
Cost/Visit	([D])/[A]	£6.41		£6.77		-6
Staff Cost/Visit	([C])/[A]	£3.80		£4.05		-6
Visits/000	([A])/[G]]	3.80		3.88		2
Rate of Return	([B])/[D]	64.70		63.58		-2
Admissions			R%		R%	Growth %
Quarter 1		210,233	49	216,658	49	3
Quarter 2		222,058	51	224,468	51	1
Quarter 3		0	0	0	0	0
Quarter 4		0	0	0	0	0
Total Admissions	[A]	432,291	100	441,126	100	2
Pool Activities		192,547	45	189,466	43	-2
Other Activities (Non Swim)		239,744	55	251,660	57	5
		432,291	100	441,126	100	2
	Swim Borders DD	2,876		2,858		-1
	Membership	3,237		3,353		4
Income	[B]	£1,734,021		£1,833,226		6
	Cost of Sales	£91,642	5	£70,401	4	
	Staffing [C]	£1,644,818	95	£1,784,469	97	
	Expenses	£943,493		£1,028,456		
Expenditure	[D]	£2,679,953		£2,883,326		-8
Operating Loss	[E]	(£945,932)		(£1,050,100)		
Less Other costs		(£89,735)		(£101,880)		
Surplus/ Deficit	[H]	(£1,035,667)		(£1,151,980)		-11

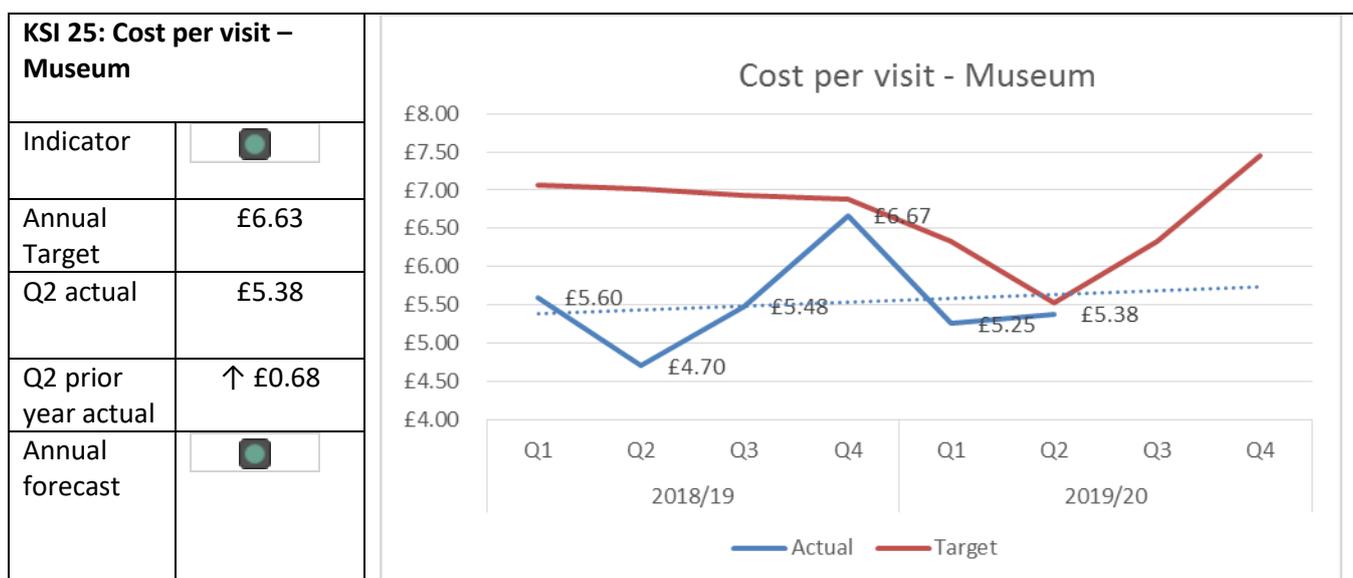


Why: Nationally reported comparable indicator and provides year on year trend for analysis and shows how we are managing costs in relation to participant visits. 2019/20 figures below are cumulative year to date.

Performance:

The cost per visit is up 0.19p this quarter against the annual target of £3.40. Whilst still within the annual budget, but additional to last year, spending on overheads is higher this quarter as the service has invested in a much wider range of e-books and e-audio books and has taken advantage of special promotions and offers via our digital suppliers.

		Libraries				
		2018/19		2019/20		Growth %
Subsidy/Visit	$([-F]+[H])/[A]$	£3.35		£3.48		-4
Income/Visit	$([B])/[A]$	£0.18		£0.11		-37
Cost/Visit	$([D])/[A]$	£3.53		£3.60		-2
Staff Cost/Visit	$([C])/[A]$	£2.29		£2.26		1
Visits/000	$([A])/[G])$	1.29		1.30		1
Rate of Return	$([B])/[D])$	5.09		3.16		-38
Energy Consumption m2 (KWH)						
Admissions			R%		R%	Growth %
	Quarter 1	72,979	50	72,377	49	-1
	Quarter 2	73,928	50	75,964	51	3
	Quarter 3		0		0	
	Quarter 4		0		0	
Total Admissions	[A]	146,907		148,341		1
Income	[B]	£26,385		£16,867		-36
	Cost of Sales				%Income	
	Staffing [C]	£336,678		£335,802		
	Expenses	£181,819		£197,978		
Expenditure	[D]	£518,497		£533,780		-3
Operating Loss	[E]	(£492,112)		(£516,913)		
Less Other costs						
Add Management Fee	[F]					
Surplus/ Deficit	[H]	(£492,112)		(£516,913)		-5



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. 2019/20 figures below are cumulative year to date.

Performance:

Visits to museums over summer generally good with uplift in visits and income in most museums. Jim Clark Motorsport Museum opened in July and is performing well with 25% over target for visits and income. Associated costs of opening JCMM account for additional spend on staffing and cost of sales (stocking of shop at JCMM). Our income targets are being exceeded in most museums, with a few exceptions that require review of existing set targets. JCMM was closed in 2018/19 season and explains the annual variance below.

		MUSEUMS				
		2018/19		2019/20		Growth %
Subsidy/Visit	$(-F)+[H]/[A]$	£3.29		£3.46		-5
Income/Visit	$[B]/[A]$	£1.41		£1.93		37
Cost/Visit	$[D]/[A]$	£4.70		£5.38		-15
Staff Cost/Visit	$[C]/[A]$	£3.10		£3.74		-21
Visits/000	$[A]/[G]$	0.87		0.95		8
Rate of Return	$[B]/[D]$	29.95		35.76		19
Energy Consumption m2 (KWH)						
Admissions			R%		R%	Growth %
	Quarter 1	43,514	44	43,808	41	1
	Quarter 2	55,932	56	63,903	59	14
	Quarter 3		0		0	
	Quarter 4		0		0	
Total Admissions	$[A]$	99,446		107,711		8
Income	$[B]$	£139,889		£207,382		48
				%Income		
	Cost of Sales	£11,471		£30,732		
	Staffing [C]	£308,351		£403,331		
	Expenses	£147,316		£145,796		
Expenditure	$[D]$	£467,138		£579,859		-24
Operating Loss	$[E]$	(£327,249)		(£372,477)		
Less Other costs						
Add Management Fee	$[F]$					
Surplus/ Deficit	$[H]$	(£327,249)		(£372,477)		-14

Appendix 2: Case Studies

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

Expand levels of participation/ Develop new funding streams: BORDERS YOUNG CREATIVES

Borders Young Creatives is an 18-month project initiated by Creative Communities team working in partnership with other agencies. The £100K programme received funding from Leader and Creative Scotland. The programme supports 14 young people and provides a range of training sessions including event planning and 'go and see' where the young people attend events and learn.

Partners included MacArts where the young people attended a Tec workshop giving them a detailed insight into planning and promoting events and working with an audience. Soundcycle, where the young people learnt how to do a full sound check for a band, followed by an impromptu jam session using the miked up equipment they had been working with. Berwickshire Wheels, who supplied affordable transport helping to tackle rural challenge.

Involvement in this programme goes hand in hand with the Bronze Arts award that the Young Creatives are working towards. The young creatives have developed a marketing plan for the spring and autumn programmes with the help of the Live Borders marketing team. The Young Creatives ran the festive Christmas Jam and were involved in planning the Harestanes music festival that took place at the end of June 2019.

The programme has supported one participant who has now formed a new band and benefited from additional personal development. He now has a placement at MacArts and has taken leadership of the group in their assisting with organising the Harestanes music festival putting into practice the skills he has developed. Another participant is on placement at the Eyemouth Hippodrome, helping on sound, she rose to the challenge that took her out of her comfort zone. She has become a valuable member of the team.



Expand levels of Participation and grow our earned income: TRIATHLON SERIES



Healthier, Happier and Stronger the Live Borders Triathlon series epitomises our strategic vision. The series has been running for a number of years, it is renowned for its friendly atmosphere and offers participation opportunities for recreational and competitive triathletes with a choice of events from Come and Tri, Sprint, to the Olympic distance. We also offer a duathlon and junior triathlons. There has been a 12% increase in overall numbers over the last four years, bucking the national downward trend.

One competitor said, "I am not the best with words but feel strongly that I need to get in touch as I want to commend the Live Borders team for the Eyemouth triathlon event yesterday. It was my first experience of triathlon and admit I was equally excited and nervous for my challenge. Each member of the team was so approachable and helpful all offering enthusiasm about the event and encouragement for myself and all other participants.

We have established our own "We Tri" to encourage local participation.

Expand levels of Participation and grow our earned income: LGBT FESTIVAL



Collaborating with Scottish Borders LGBT Equality group we arranged a film festival during Diversity week.

Some short films were shown at Cornucopia, followed by a Q&A session with trans playwright Jo Clifford. Two films were screened, the first docufilm, Landline, told the story of a farmer who set up a gay phone line for farmers. This was followed by a great Q&A session with the producer Rupert Williams. The second film Priscilla Queen of the Desert was well attended. The evening was finished off with a DJ set in the café bar.

We were able to reach a new audience and ensured that LGBT community felt comfortable and welcome. The toilet signs were changed for the day, based on personal gender identity, these received very positive comments from our regular customers.

The partnership with Scottish Borders LGBT shows Live Borders collaborating with other local organisations to promote inclusivity.

This was a first time festival that we plan to grow year on year, we received positive feedback from all who attended.

Expand levels of participation / great customer service: BANG

The Sports, Health and Arts Development teams have had a very colourful and action packed summer working with the Borders Additional Needs Group (BANG) to deliver a summer activity camp specifically tailored for families with young children with additional needs.

The camp ran for 5 weeks at Leader Valley school in Earlston, a facility that offers an enhanced level of provision for children with the most profound and complex needs. This was the first time the school had been opened up for a community group to use out with the school term and it allowed the teams to work with 30 families every week.

89% of families felt they were more confident trying new activities as a family. One parent commented “the camp was fab for all our family, thank you to all involved, 10/10”

The Health team worked with all of the services throughout the 5 weeks, in week 3 they turned their attention to parents / carers to encourage them to take part in a gentle movement programme. This proved very popular and clearly demonstrated to the participants that everyone can get involved in leading an active lifestyle.

