
LIVE BORDERS PERFORMANCE REPORT Quarter 4 2019 – 20 (BI-ANNUAL SUMMARY AND DATA FOR QUARTER'S 3 & 4 2019/20)

Report by Executive Director, Corporate Improvement and Economy

EXECUTIVE COMMITTEE

15 September 2020

1 PURPOSE AND SUMMARY

- 1.1 This report presents a high-level summary of Live Borders' performance during quarters 3 and 4 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 3 and 4 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 It is recommended 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:

Contract Outcomes	Live Borders Strategic Goals					
	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:

Library Membership: membership numbers grew in the last quarter, with a positive increase in online membership in March.

4.3 Key challenges during the two quarters included:

Staff absence: Our target, of 2.5% absence was ambitious and well below industry benchmarks. We continue to proactively manage all long-term absences and monitor patterns for short-term absence.

Other sports participation: has been adversely impacted on our play and gymnastics programmes as additional free child care has been rolled out as part of the Government commitment.

4.4 The majority of Live Borders staff were furloughed in early April, therefore the figures for KSI 12, 20 and 21B are not available.

5 FINANCIAL PERFORMANCE

5.1 **Earned income as a % of turnover:** Performance in line with budget, until the impact of Coronavirus pandemic in March 2020.

5.2 **Surplus/Deficit:** Services supported by the Service Provision Agreement were £68k worse than budget for the year.

5.3 The effect on income due to the coronavirus pandemic is estimated at £200k mainly on uncollected membership income for the period. However, there was still an increase in income excluding Management fee, of £135k compared to the previous year.

5.4 This has been an exceptional year, with the fire at Peebles High School significantly affecting services in that area over December and January.

5.5 Costs, although within budget, were £372k higher than 2019/20 mainly as a result of additional staffing costs in sports facilities. This needs to be the focus going forward.

6 IMPLICATIONS

6.1 Financial

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

6.2 Risk and Mitigations

As specified in the agreed Performance Management Framework, a Live Borders /SBC Joint Officers Group meets quarterly to discuss performance and financial information and agree actions that need to be taken in order to maintain or improve performance. On an ongoing basis, Live Borders uses SBC's agreed approach to identifying and managing risk.

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 Officer/ Chief Legal Officer, the Chief Officer Audit and Risk, the Service Director HR & Communications, the Clerk to the Council and Corporate Communications have been consulted and any comments received have been incorporated into the final report.

Approved by

Rob Dickson

Executive Director

Corporate Improvement and Economy Signature

Author(s)

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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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