

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	
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.

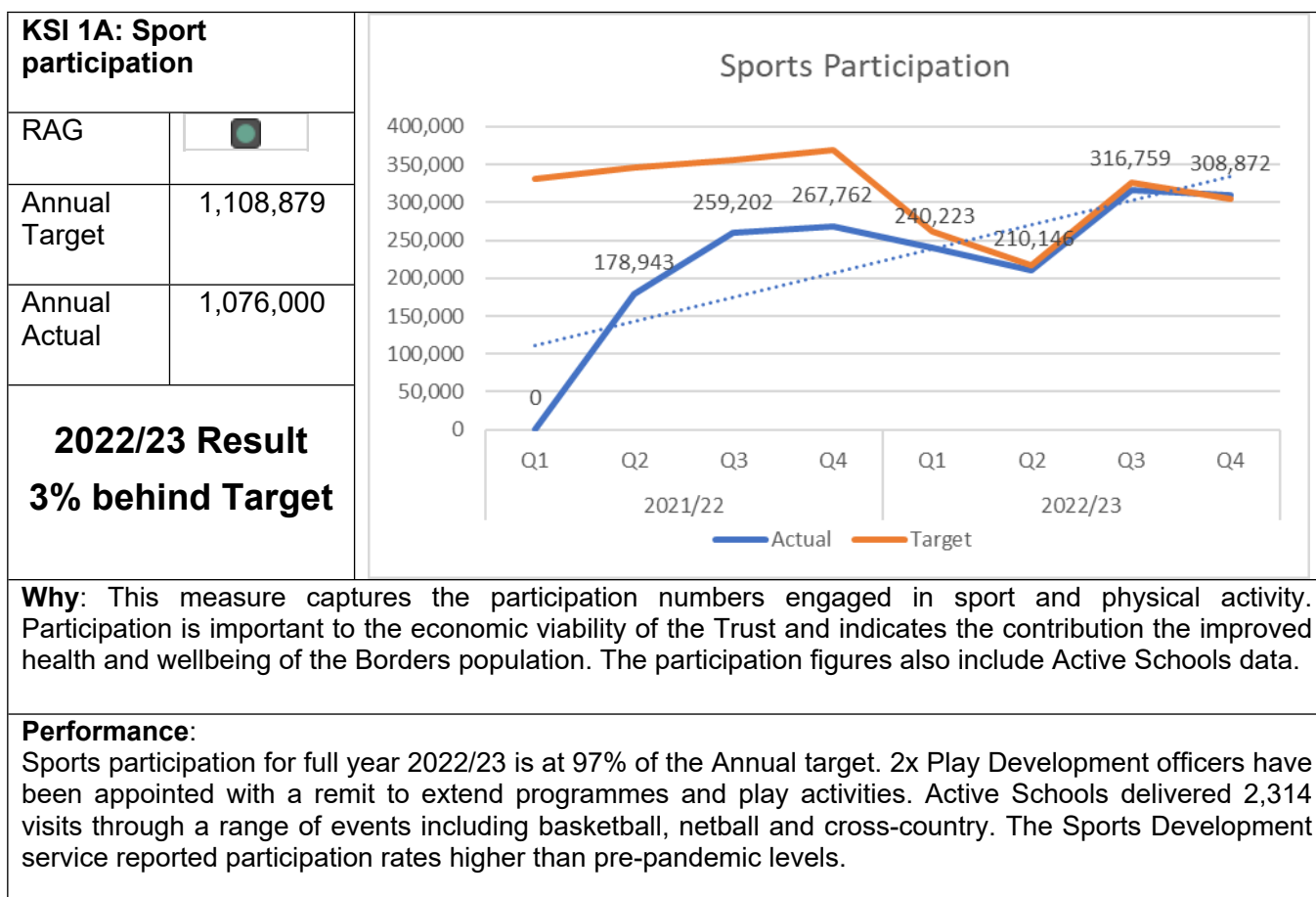
- GTOS outreach included the Junior Tapestry Tour Guides (as mentioned in section 6.11), where P6 pupils develop their skills to become a tour guide for year. They apply formally, by letter, are interviewed, assessed and appointed. They then write their own scripts, have costumes made and take drama 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.

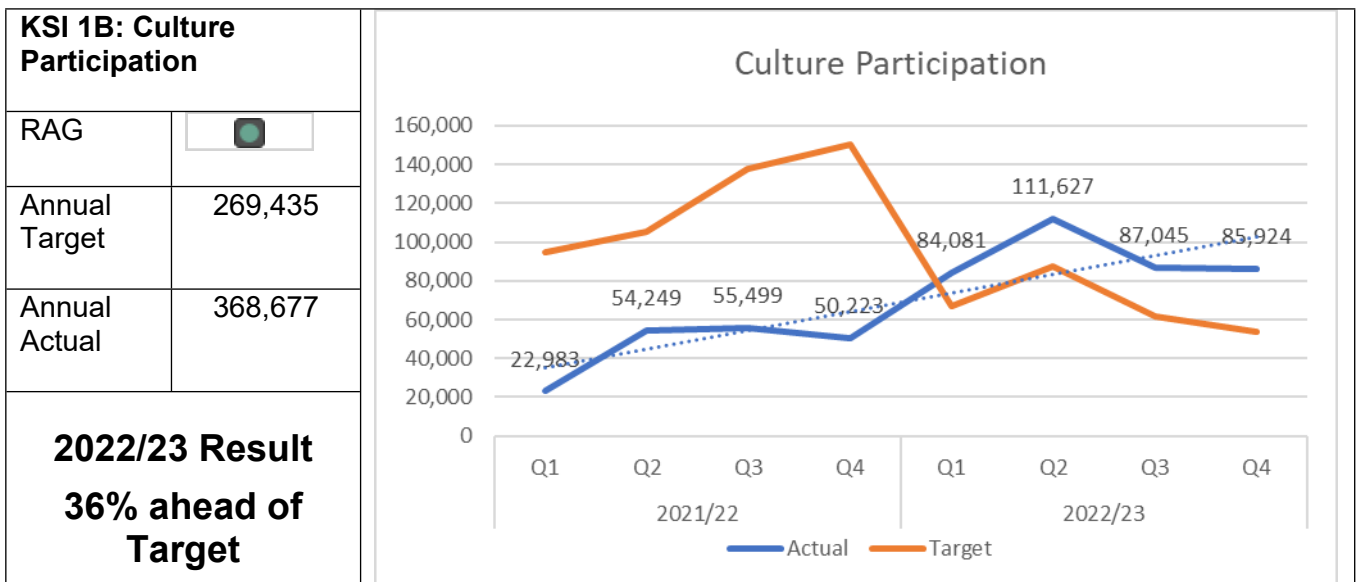
Appendix 1a: Live Borders KSI (Full Year 2022/23)

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.

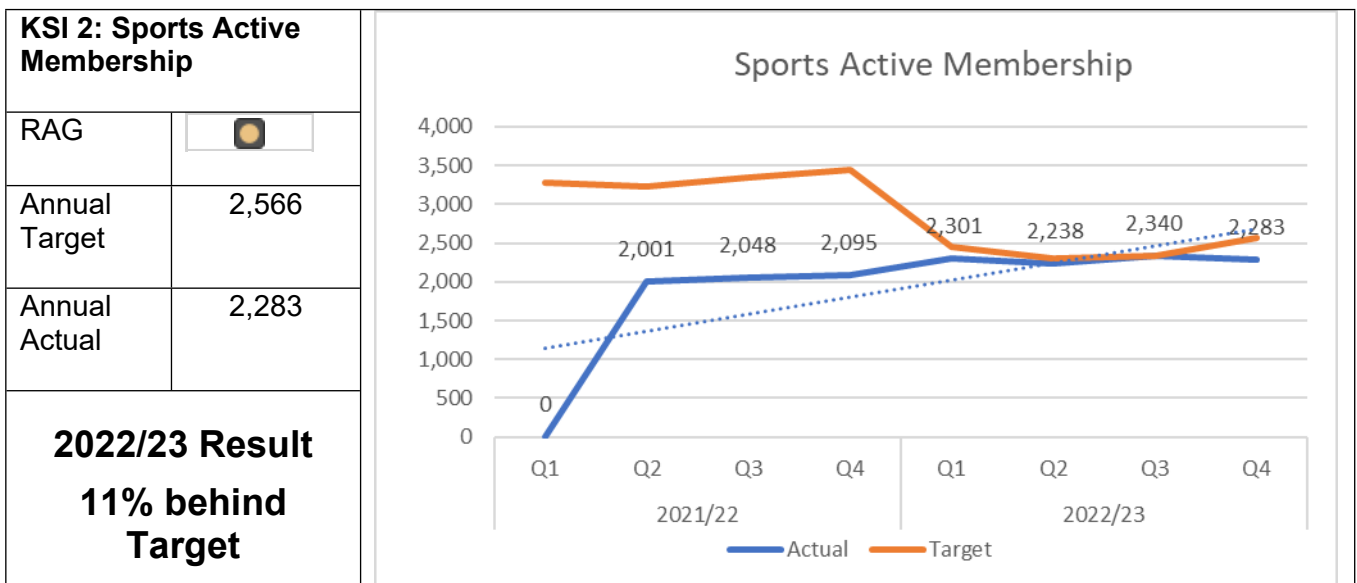
Green		Within 5% of target	There are 14 green indicators
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Red		Over 15% from target	There are 4 red indicators





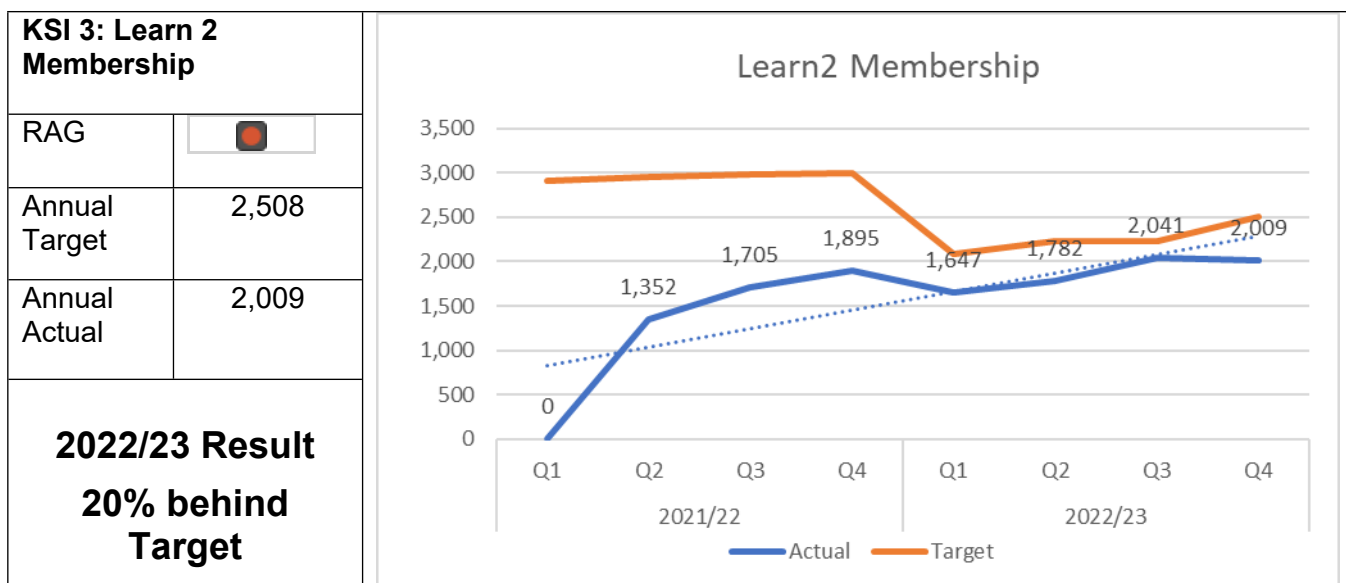
Why: This measure captures the participation numbers engaged in cultural activity.

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.

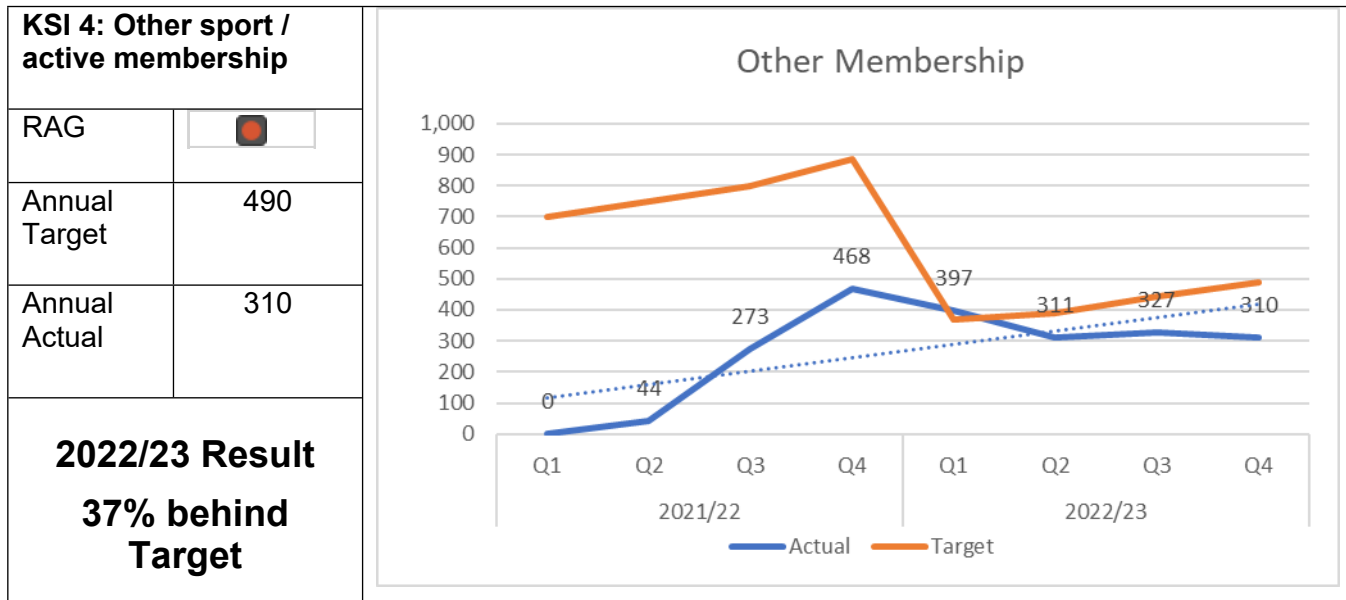
Performance:
 Membership levels are a challenge. For example, One Club membership (which covers gym, swim & classes) ended the year at 66% of pre-pandemic membership levels. There are a number of factors contributing to this including local competition (from other gyms), reducing retention rates (see 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.



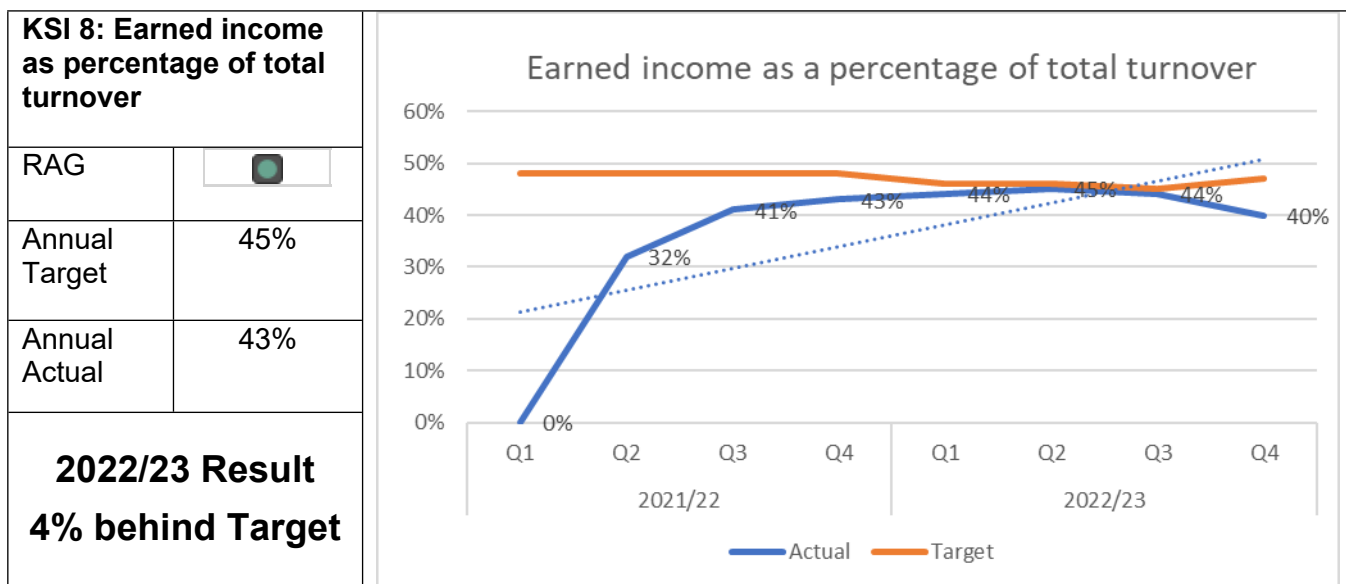
Why: This measure captures specific membership types such as Advanced Player Development. Their attendance is included in the Sports participation numbers recorded in KSI 1A.

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>		

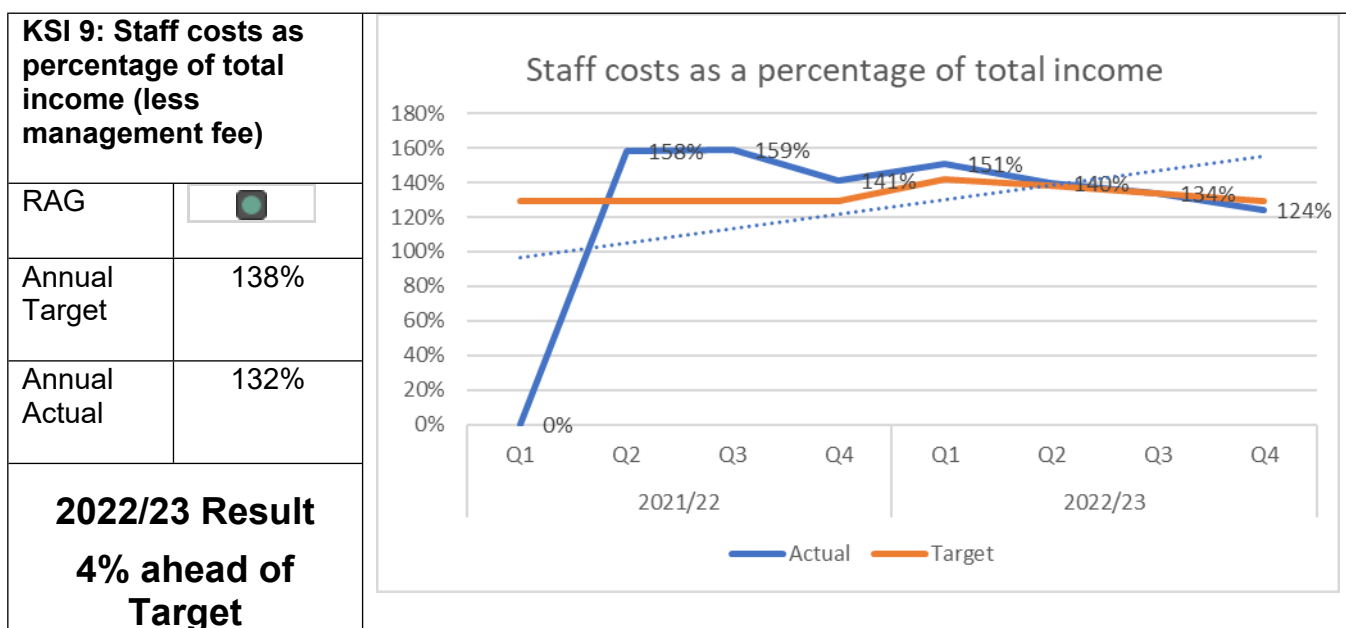
KSI 6: Health Referrals		
RAG	<input type="checkbox"/>	
Annual Target	600	
Annual Actual	582	
2022/23 Result 3% behind Target		
<p>Why: Early intervention advice and medical referrals for exercise/activity are an increasing part of Social Prescribing. The number of referrals demonstrates Live Borders 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.



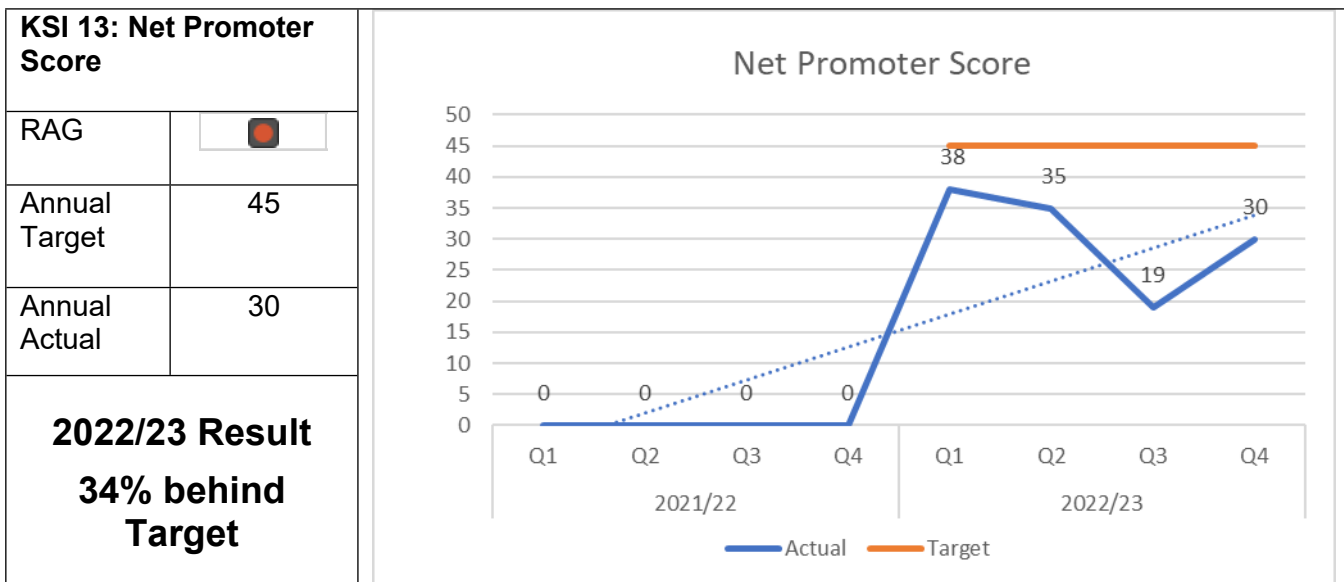
Why: This measure shows staff costs in relation to income. Income also includes grants received (but excludes management fee).

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>		

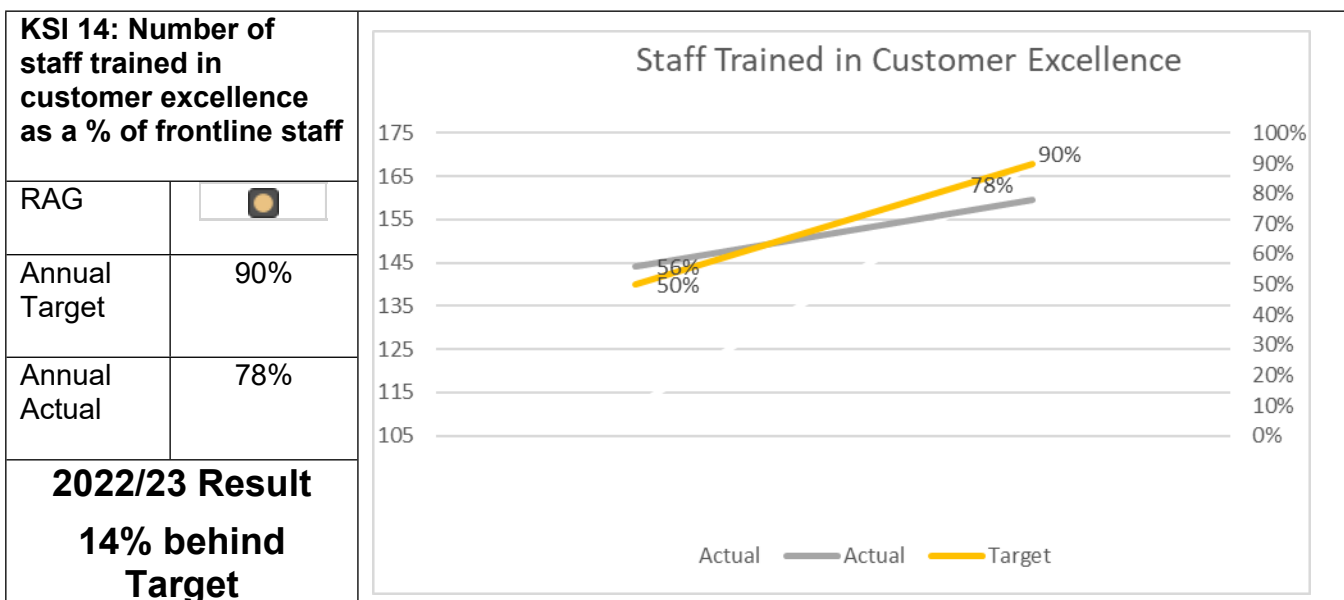


Why: Net Promoter Score (NPS) is an indicator that measures the willingness of customers to recommend Live Borders and is used as a proxy for gauging customers overall satisfaction.

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>		

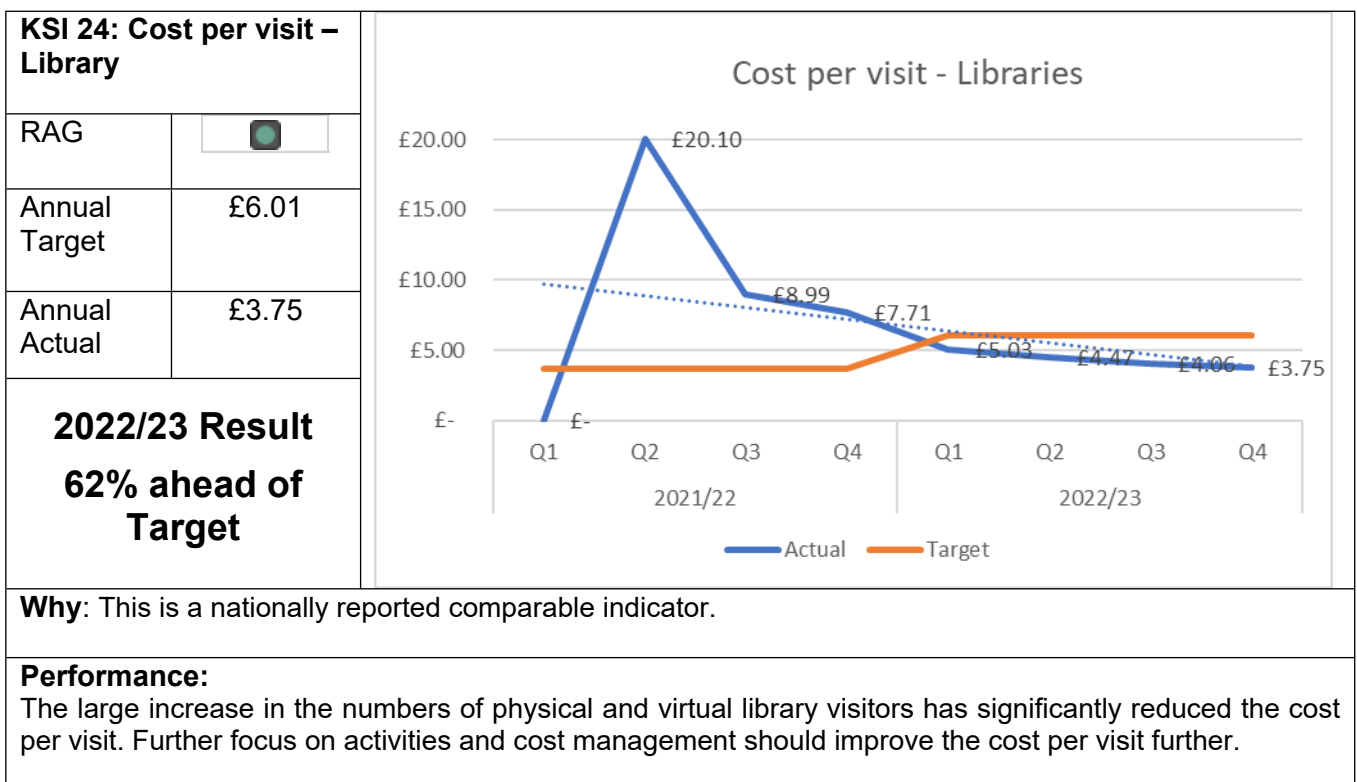
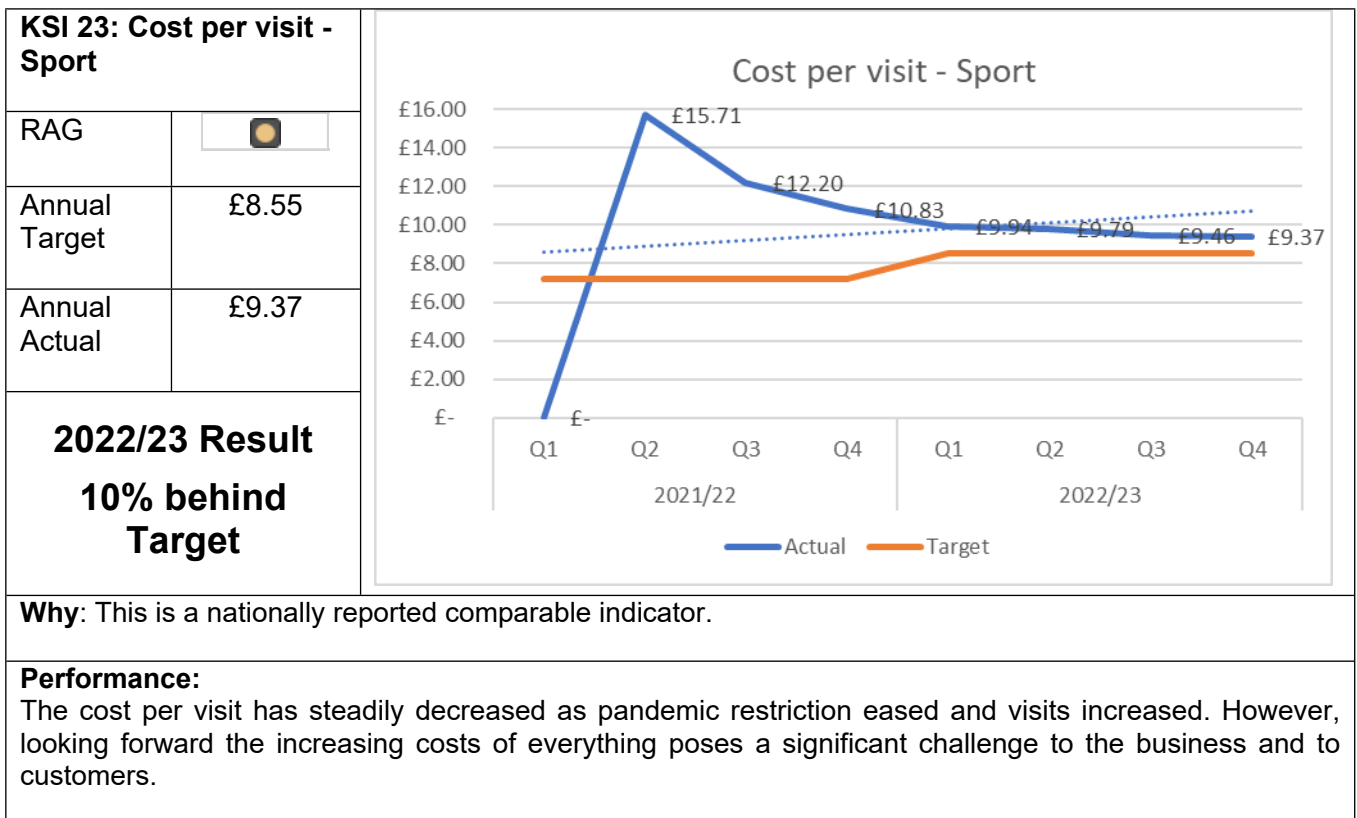
KSI 16: Communicate our charitable objectives		
RAG	<input type="checkbox"/>	
Annual Target	70%	
Annual Actual	77%	
2022/23 Result 10% ahead of Target		
<p>Why: This measure indicates whether the public is aware that Live Borders is a Charity. Our Charitable status is considered a unique part of our 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> ●	