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## LIVE BORDERS PERFORMANCE

Report by Director of Resilient Communities

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### EXTERNAL SERVICES/PROVIDERS MONITORING GROUP

27 February 2024

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#### 1 PURPOSE AND SUMMARY

- 1.1 **The attached report (see Appendix 1) presents key information in regard to the Live Borders partnership agreement for Quarter 3 2023/24. It provides Members with performance information on the delivery of the commissioned sport, physical activity and cultural services.**
- 1.2 The contractual arrangement between SBC and Live Borders governing the delivery of services is set out in the Service Provision Agreement (SPA). The SPA includes the Performance Management Framework (PMF) which is used to monitor delivery of services.
- 1.3 The quarterly report in Appendix 1 is structured to give a narrative summary of performance over the last quarter; to respond to any questions raised by Elected Members at previous ESPMG meetings; to provide detail on the Key Strategic Indicators (KSI) quarterly performance; and provide quarterly case studies.
- 1.4 Live Borders continues to face significant challenges including rising inflationary costs, the impact of cost-of-living on customers and staff, increasing energy costs, an ageing property estate and ongoing funding pressures. Recruitment and retention of staff also continues to be a major concern.
- 1.5 Recognising the impact of these pressures, [March 2023 Council](#) approved a joint strategic review to be undertaken – with the aim of strengthening and improving partnership and service delivery arrangements and ensuring that the services delivered by Live Borders, on behalf of SBC, are sustainable in the long term and meet the current and future needs of Borders communities and service users.
- 1.6 Key outputs from the joint strategic review, were considered at [November 2023 Council](#) and a 12-month joint transformational change programme was approved to implement the consolidated set of recommendations; review existing governance arrangements and create a new Service Provision Agreement; and create a new Performance Management Framework.

## **2 RECOMMENDATIONS**

### **2.1 It is recommended that the External Services/Providers Monitoring Group:-**

- (a) Reviews the Live Borders Performance Report in Appendix 1 and seeks clarification from Officers or Live Borders representatives on any issues identified; and**
- (b) Having done so, determine whether they are satisfied with the information provided detailing the performance of the delivery of the commissioned sport, physical activity and cultural services to the end of Quarter 3 2023/24; and**
- (c) Notes the ongoing joint transformational change programme; and the inclusion of a revised Service Provision Agreement and revised Performance Management Framework within the scope of the joint transformational change programme.**

### 3 BACKGROUND

- 3.1 The contractual arrangement between SBC and Live Borders that governs the delivery of services is the Service Provision Agreement (SPA). The SPA was last updated in 2016 when Live Borders, formerly known as Borders Sport & Leisure Trust (BSLT), was created in 2016 and when the management of cultural services was transferred from SBC to Live Borders.
- 3.2 The SPA includes a Performance Management Framework (PMF) used to monitor the SPA and the delivery of services. The PMF is built around six outcomes that Live Borders, through the SPA, works towards achieving. These are:
- i. Improved mental and physical health & wellbeing for people of all ages with a focus on inclusion.
  - ii. Enhanced learning opportunities, training and experiences with a particular focus on reducing inequalities.
  - iii. Increased economic benefits to the Scottish Borders through high quality sport and cultural services and events, and support to creative micro-businesses and organisations.
  - iv. Enhanced partnerships, pathways and access to a wide range of services and activities within facilities and communities (including structures for talent development).
  - v. Stronger communities through involvement in service planning, delivery and participation.
  - vi. Increasingly effective operations and creative approaches to income maximisation across the Trust whilst maintaining appropriate quality and standards.
- 3.3 Live Borders continues to face significant challenges including rising inflationary costs, the impact of cost-of-living on customers and staff, increasing energy costs, an ageing property estate and ongoing funding pressures. Recruitment and retention of staff also continues to be a major concern.
- 3.4 Recognising the impact of these pressures, [March 2023 Council](#) approved a joint strategic review to be undertaken – with the aim of strengthening and improving partnership and service delivery arrangements and ensuring that the services delivered by Live Borders, on behalf of SBC, are sustainable in the long term and meet the current and future needs of Borders communities and service users.
- 3.5 Key outputs from the joint strategic review, were considered at [November 2023 Council](#) and a 12-month joint transformational change programme was approved to implement the consolidated set of recommendations; review existing governance arrangements and create a new Service Provision Agreement; and create a new Performance Management Framework.
- 3.6 Council will be updated on progress made with the joint transformational change programme on a regular basis via reporting at key points during the programme with the first update expected in March 2024.

- 3.7 The joint transformational change programme will consider performance management arrangements as part of the work undertaken to update the SPA.
- 3.8 Since the last meeting of this group, Ewan Jackson has now retired from his post as Chief Executive of Live Borders and Jim Hutchison has been appointed as the Chief Executive on an interim basis. Alongside the joint transformation programme he is working with his Senior Management Team on a number of priority areas which will be the subject of further reports to both the Council and this group going forward. A report on the temporary closure of some of the sporting facilities for essential inspection checks or works is being considered by the Council at its meeting on 21 February 2024.

## **4 MAIN REPORT**

- 4.1 The quarterly report in Appendix 1 is structured to give a narrative summary of performance over the last quarter; to respond to any questions raised by Elected Members at previous ESPMG meetings; to provide detail on the Key Strategic Indicators (KSI) quarterly performance; and provide quarterly case studies.

## **5 IMPLICATIONS**

### **5.1 Financial**

Due to the continuing challenges Live Borders face, officers within both Scottish Borders Council and Live Borders are closely monitoring the financial position and any budget challenges will be brought forward to the appropriate committee at the appropriate point.

### **5.2 Risk and Mitigations**

This report is part of the governance framework to manage the operation and delivery of the Service Provision Agreement between the Council and Live Borders.

### **5.3 Integrated Impact Assessment**

There is no impact or relevance to the Council's Equality Duty or the Fairer Scotland Duty from this report.

### **5.4 Sustainable Development Goals**

None of the recommendations made in this report impact on the UN Sustainable Development Goals

### **5.5 Climate Change**

None of the recommendations made in this report impact on climate change.

### **5.6 Rural Proofing**

There are no rural proofing implications arising from this report.

### **5.7 Data Protection Impact Statement**

There are no personal data implications arising from the proposals contained in this report.

## 5.8 **Changes to Scheme of Administration or Scheme of Delegation**

There are no changes to the Scheme of Administration or the Scheme of Delegation required as a result of this report.

## 6 **CONSULTATION**

6.1 The Director (Finance and Procurement), the Director (Corporate Governance), the Chief Officer Audit and Risk, the Director (People Performance & Change), the Clerk to the Council and Corporate Communications are being consulted and Council will be updated on any further comments received at the meeting.

### **Approved by**

**Jenni Craig**

**Director of Resilient Communities**

### **Author(s)**

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

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