



Appendix 1: Live Borders Contract Performance: Quarter 3 2023/24 Financial year

1 CONTEXT

- 1.1 Live Borders, like many organisations and businesses is facing significant challenges as a result of rising inflationary costs, the impact of cost-of-living on customers and staff, increasing energy costs, an ageing property estate and ongoing funding pressures.
- 1.2 November 2023 Council approved a range of recommendations from the Alan Jones & Associates Strategic Review of Sports, Leisure, Culture & Community services. The recommendations form a joint transformation programme of work designed to deliver high quality sport, leisure and cultural services in the Borders, now and into the future, through a high performing and financially sustainable partnership arrangement.
- 1.3 There are over 30 projects within the joint transformational programme of work including a focus on Governance and Performance. As such the Service Provision Agreement (the contract between SBC and Live Borders for the delivery of services) is being reviewed and updated as is the Performance Management Framework (how success is measured and reported).
- 1.4 The indicated timeline is for the performance management arrangements and the revised SPA is Q2 of the 24/25 financial year. The output of this work will inform the content of performance reports to the External Services Providers Monitoring Group.

2 PERFORMANCE SUMMARY – Q3 2023/24 SERVICE UPDATE SUMMARY

2.1 Sports facilities

Eyemouth leisure facility (swimming pool and gym) is currently closed and has been since late November 2023. This planned closure is in place to fit a new Air Handling Unit (AHU), associated controls and electrical upgrades. The centre was due to re-open by end February 2024, but there have been issues in regard to commissioning of the AHU to operate to specification. Engineering and electrical contractors are exploring this, but it is now unlikely that the centre will re-open in February as planned. A confirmed date for re-opening will be communicated asap.

Planned and unplanned closures such as this impacts on customers, staff and income. The ageing plant and equipment within the facilities is having a significant impact. This can result in short-term closures because of the unreliability of plant, the availability of replacement parts for obsolete

systems or the requirement to close facilities to undertake compliance work such as Electrical Installation Condition Reports (EICR). EICRS are a statutory requirement every 5 years and wherever possible are planned to minimise closures. Longer-term closures are often required whenever the ageing plant is replaced with more modern, more energy efficient alternatives.

Despite facility closures, performance, participation and footfall across all sporting activity for Q3 is tracking close to target with 322,802 participations recorded in Q3 2023/24 against a target of 325,656. The participation numbers include footfall at pools, leisure centres, swimming lessons, pitches, active schools, health programmes and sports development.

Recruitment and retention of staff continues to be a major concern. Staff shortages curtail the capacity of the business to deliver services, maintain opening hours, expand participation and retain members. There is a lot of competition in the marketplace for staff paid at or near the living wage level. Live Borders has a continued focus on recruitment and staff training but it is expected that recruitment and retention across all services will be an issue for some time to come.

2.2 Memberships

Membership levels continue to be challenging with active membership sitting at approx. 85% of target. In part this continues to be impacted by low retention rates of 36% (for Q3) versus a target of 70%.

Memberships for Learn2 (swimming lessons) has increased by 11% from Q2 and is now at 2,281 members. The re-opening of Peebles swimming pool has contributed to this, but Learn2 membership levels continue to be below target (2,875). The ongoing closure of Eyemouth swimming pool will have an impact and staffing is, once again, a contributing factor. The availability of qualified swimming teachers directly influences the volume of swimming lessons that can be delivered.

In partnership with Borders Disability Sport, Live Borders secured £45,000 from the Community Mental Health & Wellbeing team to provide 120 annual gym memberships to adults with a disability.

2.3 Active Communities

Active Schools participation rates show that 46% of the school role took part in active schools activities during the first academic term, including extra-curricular participation. This is back to pre-pandemic levels and in the Borders we also have approx. 50:50 male to female participation rate, whereas nationally this is closer to 70:30 boys to girls. Health referrals for Q3 are above target (154 referrals versus 150 target). Active Communities participation events recorded good participation in netball and hockey in particular. Sports Development participation in Q3 shows over 13,000 participations across, Boccia, athletics, football, hockey and tennis.

Over the Christmas period, a number of fully funded Family Activity passes were made available for low-income families and some excellent feedback from families was received on this.

2.4 Libraries

Library members can use the physical libraries and can access digital content. Library membership has continued to increase in Q3 (12,583 members versus a target of 12,500). Digital library use for the month of December recorded 1,131 unique Borrowbox users with 3,049 audio books and 1,602 e-books on loan. Pressreader usage in December increased by 6% with over half a million articles opened by just under 400 active users.

Over Q1, Q2 & Q3, the library service has held 260 in-person events in person and 16 online events with 1,738 attendees in total. Over the same period there have been 756 events for children with 13,427 attendees.

The implementation of the new Library Management System (Civica Spydus) is continuing. This new system will give users access to a modern library catalogue with new and exciting features including members being able to use their phone/tablet to issue items for themselves.

2.5 Museums, Galleries and Heritage Hub Archives

The majority of the museums are now closed until Spring 2024, but visitor numbers for Q3 were positive, with almost 15,000 visits to museums (excluding GTOS). Income from retail and donations was also good. Total visitor numbers (including library visitors) is shown in the table below:

Venue/Activity	2023/24			
	Q1	Q2	Q3	Total
Library visitors	67,583	69,294	76,873	213,750
Coldstream Museum	1,365	2,167	305	3,837
Peebles Museum & Gallery	1,749	1,688	1,199	4,636
St. Ronan's Wells Visitor Centre (*)	0	209	0	209
Halliwell's House Museum	885	1,285	232	2,402
Old Gala House Museum	327	1,170	8	1,505
Sir Walter Scott's Courtroom	2,016	1,405	336	3,757
Hawick Museum	3,428	3,168	2,150	8,746
Borders Textile Townhouse	2,275	2,579	1,920	6,774
Jedburgh Castle Jail Museum	8,163	11,743	3,060	22,966
Mary Queen of Scots' Visitor Centre	10,160	14,314	3,685	28,159
Jim Clark Motorsport Museum	3,505	3,822	1,756	9,083
GTOS visits & events	6,420	8,245	4,138	18,803

Heritage Hub visitors/research	715	408	287	1,410
Arts led live performance attendance	482	970	2348	3,800
TM film attendance	1,958	1,727	1,493	5,178
TM live event attendance	784	518	700	2,002
Outreach	2,178	2,024	1,786	5,988
	113,993	126,736	102,276	343,005

(*) St Ronan's Wells was open during July 2023

2.6 Town Halls / Community Centres / Events

Q3 was a busy time for live events with music, comedy and theatre selling well across venues. There were sell out events for Jim Smith (comedy – 600 sales) and for Skerryvore (music – 750 sales). Film sales at the Heart of Hawick have been positive and live streaming from the Royal Opera House continues to grow our audience, with the Nutcracker almost selling out.

Hall hire for pantomimes and operas is generating good income and these large, local events also showcase the value of town hall assets within the Borders. Significant improvement works have been progressed in Volunteer Hall (Galashiels), Victoria Halls (Selkirk) and Hawick Town Hall to replace stages and upgrade lighting rigs. This required careful dovetailing of contractors between the Pantomime and Opera season and Live Borders has worked closely with the local societies and SBC Property to deliver the works. Halls have delivered some play sessions, roller discos and inflatable sessions – and holding more of these type of sessions during quieter periods will further help to expand participation and grow income.

New stage & lighting rig at Volunteer Hall in Gala



2.7 Marketing

Q3 has been a very busy period including the planning and delivery of the Q4 January/February Health & Fitness campaign. The campaign ran across print, radio, media advertising and digital channels. The focus of the campaign was to promote annual memberships as a priority to secure an up-front lump sum of income and a 12-month commitment from those who signed up. The campaign has exceeded targets (with over 300 sales), including secondary sales of Freedom Passes and monthly memberships. The marketing team are exploring new channels for promotion and revenue generation – including trialling Spotify as an advertising platform, and the team regularly visit individual sites to get feedback from frontline staff and to build relationships.

A marketing focus for Q4 includes three radio campaigns to promote Youth membership, kids activities/parties and a series of live events. Circa 115 Youth Memberships have been sold to date. Preparations for the museum re-opening are ramping up with a number of digital and traditional channels media being scheduled to target visitors across the central belt, Lothians, Northumberland and the Borders. Plans for a printed booklet are being developed. This 8-page, A5 booklet will be delivered to every residential household in the Borders (67,545 properties). It will promote the full range of services and products delivered by Live Borders and include special offers – to drive footfall and income. Uptake of the special offer(s) will enable measurement and analysis, but importantly the booklet will also raise awareness of the services the charity, Live Borders, provides.

The communications element of the marketing department is very busy with a number of recent challenging comms, closures and sensitive updates, as well as positive press calls with ITV Borders and weekly good news press releases.

2.8 Great Tapestry of Scotland

In Q3, GTOS celebrated Maths Week Scotland. Panel 99 of the Great Tapestry of Scotland depicts James Clerk Maxwell, the physicist and mathematician. From the 25th September to 1st October 2023 GTOS ran special Crack the Code trails for everyone from P1 up to adults. This has further developed into a partnership with SBC's UK Government funded Multiply programme aimed at improving numeracy in adults in the Scottish Borders.

The main tapestry gallery was closed for one week in December for works to upgrade the environmental system and to undertake routine care and maintenance work on the tapestry itself. This closure along with the normal Christmas and New Year closures has impacted on visitor numbers. However analysis of the paper-based visitor book(s) and feedback forms at GTOS indicates:

- 50% of visitors had heard of the Tapestry through word of mouth. 27% through media and advertising, 13% online and 10% had visited previously.
- 90% of visitors were visiting for the first time and 96% would visit again, the remaining 4% were people visiting from overseas, and 99% of visitors said they would recommend to a friend.
- The information indicates that there has been an increase in numbers from the wider UK (59%), with 10% from Europe and 9% internationally. The south of Scotland represents 22% of visits.

- Most visitors to GTOS travelled by car (59%), 21% by train and 5% by bus.
- 80% of tapestry visitors stay in the GTOS visitor centre for over 2hrs.
- Visitors rated 'very good' the welcome they received and helpfulness of staff at 99% and the café at 93%.

These are great results and the survey will be continued with a 6 monthly review at the end of June. Looking forward, there are 56 coach parties already booked in for 2024, 40% of these travellers from US, 20% from Europe and the balance from the UK.

2.9 Trifitness gym

Q3 at Trifitness gym (Netherdale) was very busy. As well as winning the UK Active Best Gym of the year for Scotland, Trifitness ran a large-scale Black Friday deal where 90+ new members were secured. The campaign was designed to attract new members with a low introductory price and incremental price increases thereafter. This offering was in direct competition with private gym providers including the Pure Gym New Year's campaign.

Trifitness also secured 23 new members in the 12-15 age group and corporate income was secured from Barrie's knitwear. Retention rates at Trifitness increased by 16% in Q3, which reflects great customer service from the team.

3 PREVIOUS ESPMG MEETING (December 2023)

- 3.1 Total swimming pool footfall data per year covering the period 2016/17 to 2022/23 was presented at a previous ESPMG. The committee requested that this data be split to show 'wet' and 'dry' participations (i.e.) split to show where participants used the pool and where they used the gym or took part in classes/other dry activities on site.

Splitting this data to indicate 'wet' and 'dry' relies on assumptions and potentially manual input from staff at sites. For example, a One-Club member has access to swim, gym and classes as part of their membership. Whilst swim, gym and classes should be booked online prior to attendance or in-person at site, this may not always happen. A member may book a swim slot and also use the gym or vice-versa. Any data therefore on wet/dry split must be heavily caveated in regard to its accuracy. One of the recommendations of the Joint Review is to explore options for a new booking system. This work is progressing and the accuracy of wet/dry split and the underpinning processes to support this will be considered.




The table below shows the footfall data for four of the swimming pools comparing Q1-Q3 in 2022/23 with Q1-Q3 in 2023/24. (Peebles and Eyemouth pools are excluded because Peebles was closed for a prolonged period and Eyemouth is currently closed). For the reasons above, the wet/dry split is not shown but the overall increase in footfall at the sites is encouraging, indicating that year-to-date the total footfall at these sites is circa 24% higher this year than it was last year.

Swimming Pool	2022/23				2023/24			
	Q1	Q2	Q3	YTD Total	Q1	Q2	Q3	YTD Total
Gala	21,935	22,330	22,168	66,433	24,792	27,705	25,284	77,781
Kelso	18,488	14,143	19,725	52,356	25,881	24,178	33,616	83,675
Selkirk	9,121	10,321	10,284	29,726	12,988	11,573	10,003	34,564
Teviotdale	26,025	30,735	29,515	86,275	32,672	31,491	30,072	94,235
Total:	75,569	77,529	81,692	234,790	96,333	94,947	98,975	290,255
					+27%	+22%	+21%	+24%




3.2 SBC Property and Estates department has recently confirmed that there is no RAAC (Reinforced Autoclaved Aerated Concrete) in any of the Council-owned buildings that are managed and operated by Live Borders.

4 LIVE BORDERS KSI PERFORMANCE (Q3 2023/24)

4.1 Live Borders Key Strategic Indicators (KSIs) show performance against target. The KSIs are used to demonstrate delivery of the SPA and the RAG rating is based on.

Q3 RAG Summary			
Green		Within 5% of target	There are 8x Green KSIs as at Q3
Amber		Within 15% of target	There is 1x Amber KSI as at Q3
Red		Over 15% from target	There are 7x Red KSIs as at Q3

The RAG rating shows performance against the set target, but what is also important is the performance trend. The financial year 2022/23 was the first full year free from pandemic restrictions and the performance trend information uses actual performance 2022/23 to compare with actual performance 2023/24. The trend arrows indicate where the performance is improving, where it is not and where it is static.

			2022/23 -> 2023/24 trend
Up		Performance trend positive (i.e.) moving in the right direction	11x measures show positive performance trend
Down		Performance trend negative (i.e.) moving in the wrong direction	3x measures show negative performance trend
Static		Performance trend static (i.e.) no change	2x measures show static performance

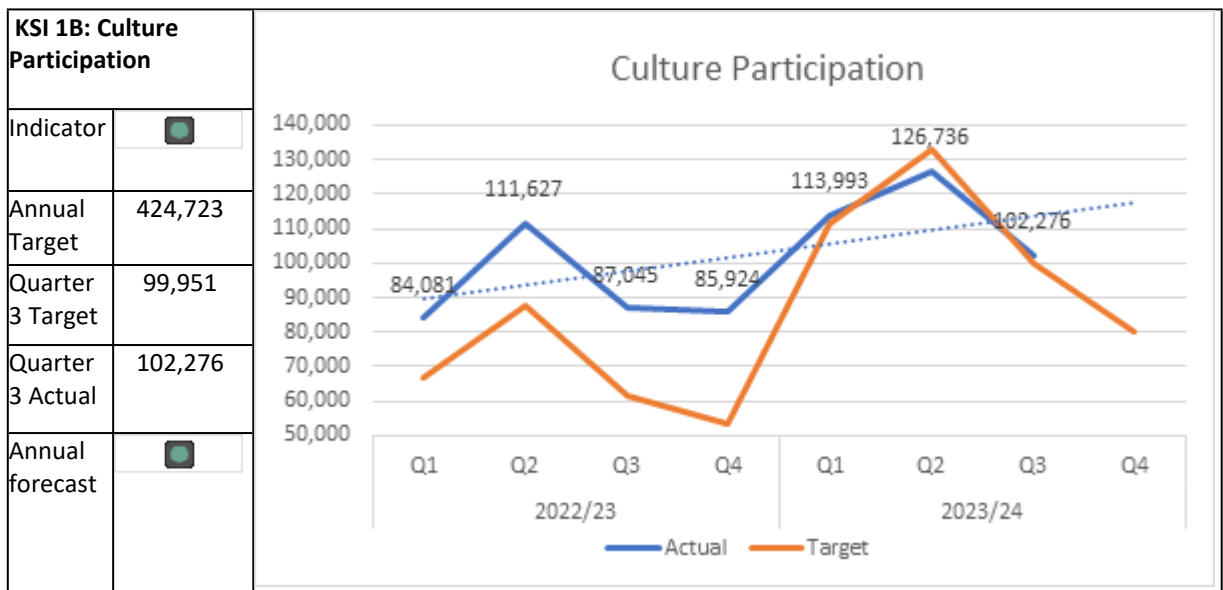
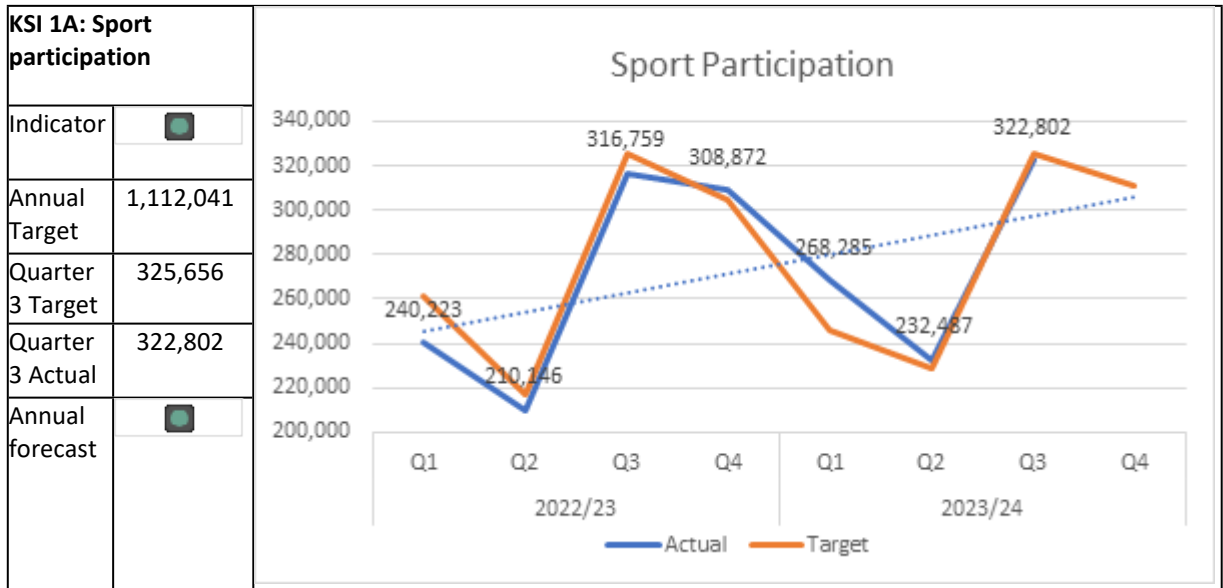
A summary of the Quarter 3 2023/24 KSI performance and the performance trend is shown in the table below. Trend performance is more positive than RAG performance which indicates that performance is improving but not at the targeted rate of change for every measure.

Note – some KSIs are only measured on an annual basis. The Net Promotor Score (KSI-13) and Communicate Charitable Objectives (KSI-16) are being measured 2x per annum. The table below shows the annual measures.

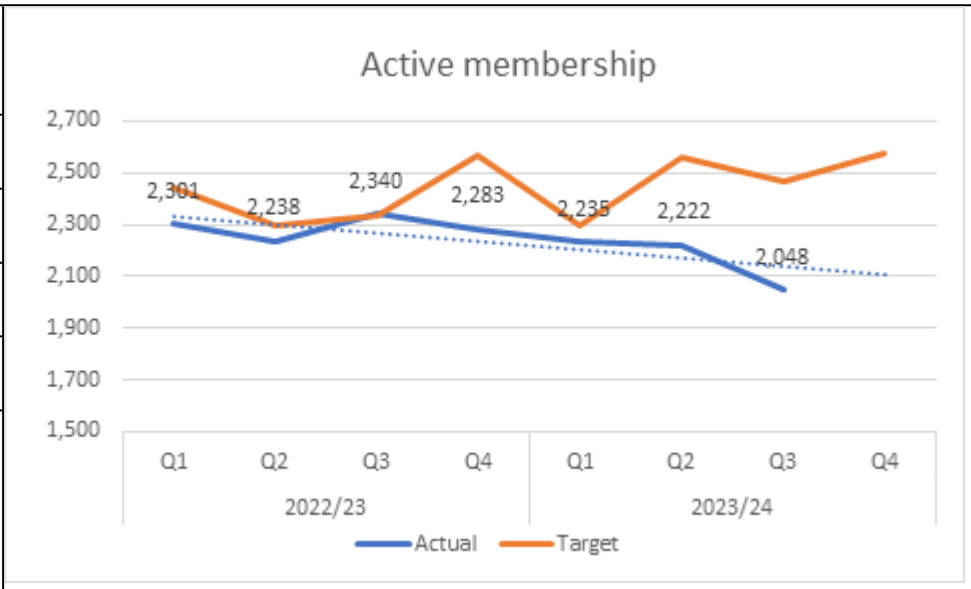
KSI	2023/24						Performance Trend 22/23-23/24
	Q3 Actual	Q3 Target	Q1 RAG	Q2 RAG	Q3 RAG	F/Y Target	
KSI 1A: Sports Participation	322,802	325,656				1,112,041	↑
KSI 1B: Cultural Participation	102,276	99,951				424,723	↑
KSI 2: Sports Membership	2,048	2,464				2,577	↓
KSI 3: Learn2 Membership	2,281	2,875				3,005	↑
KSI 4: Other Membership (Sport)	364	355				378	↔
KSI 5: Library Membership	12,583	12,500				13,000	↑
KSI 6: Health Referrals	154	150				600	↑
KSI 8: Income (as % of turnover)	48%	52%				50%	↑
KSI 9: Staff Costs (as % total income less mgt fee)	142%	126%				127%	↑
KSI 13: Net Promotor Score (NPS)	-	-	n/a		n/a	35	
KSI 15: Retention of members	36%	70%				70%	↓
KSI 16: Communicate charitable objectives	-	-	n/a		n/a	75%	
KSI 18: Staff absence rate	3.0%	3.0%				3.0%	↔
KSI 19: Staff turnover rate	4.3%	12.7%				12.7%	↑
KSI 22: Financial surplus / deficit	(£607k)	(£157k)				(£905k)	↓
KSI 23: Cost per attendance Sport	£9.13	£7.76				£7.76	↑
KSI 24: Cost per attendance Libraries	£3.00	£3.49				£3.49	↑
KSI 25: Cost per attendance Museums	£12.68	£8.59				£8.59	↑

KSI	2023/24		Freq'
	Q3 Actual	Q3 Target	
KSI 10: External Funding	n/a	n/a	Annual
KSI 11: Donations	n/a	n/a	Annual
KSI 12: % success rate for external funding apps	n/a	n/a	Annual
KSI 14: Staff trained in customer excellence	n/a	n/a	Annual
KSI 20: Number of volunteers	n/a	n/a	Annual
KSI 21a: Energy consumption by sqm	n/a	n/a	Annual
KSI 21b: Carbon Management tCO2	n/a	n/a	Annual

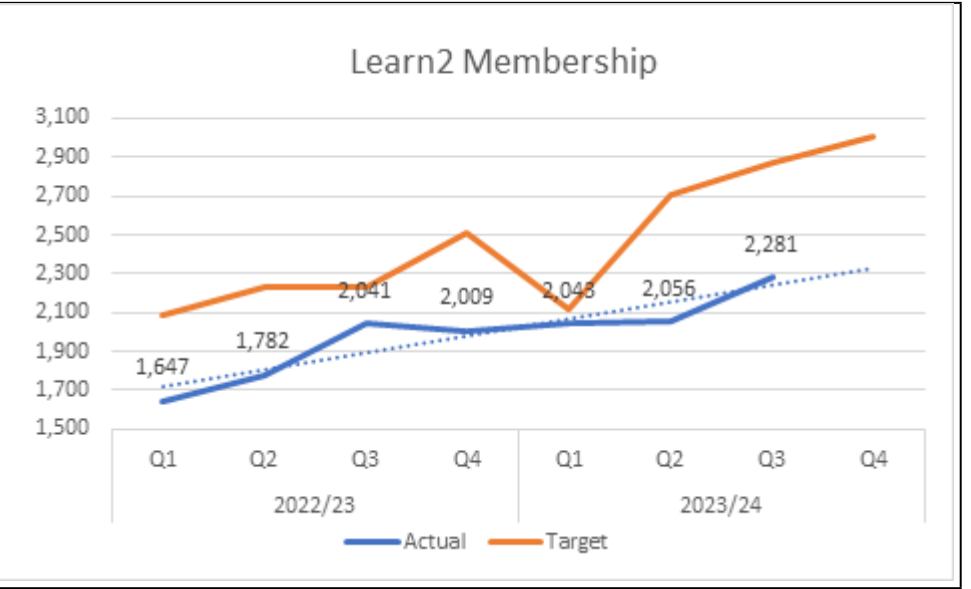
4.2 The KSI performance graphs and tables for Q3 2023/24 are shown below for those KSIs that are measured quarterly:



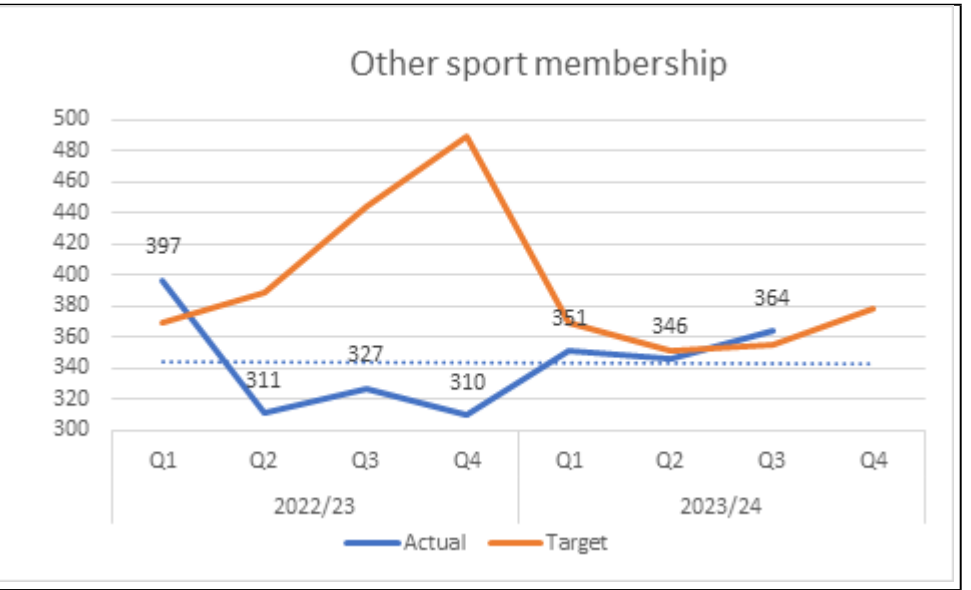
KSI 2: Sports Active Membership	
Indicator	<input type="checkbox"/>
Annual Target	2,577
Quarter 3 Target	2,464
Quarter 3 Actual	2,048
Annual forecast	<input type="checkbox"/>



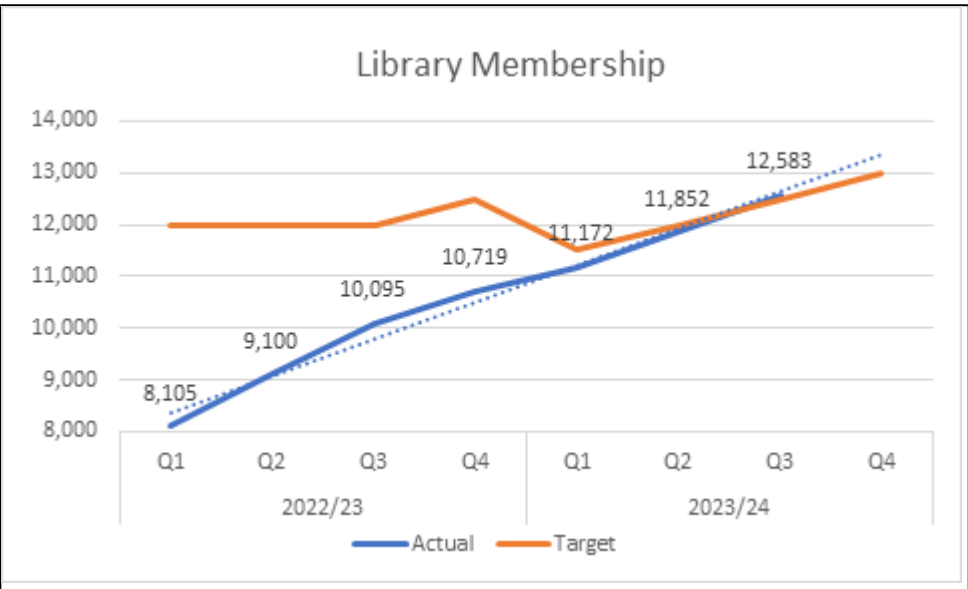
KSI 3: Learn 2 Membership	
Indicator	<input type="checkbox"/>
Annual Target	3005
Quarter 3 Target	2,875
Quarter 3 Actual	2,281
Annual forecast	<input type="checkbox"/>



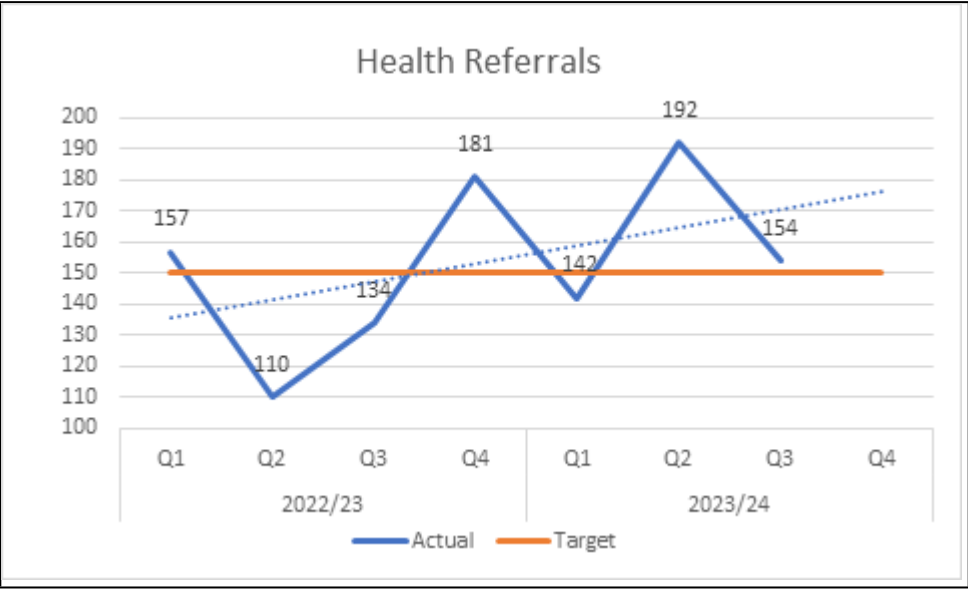
KSI 4: Other sport / active membership	
Indicator	<input type="checkbox"/>
Annual Target	378
Quarter 3 Target	355
Quarter 3 Actual	364
Annual forecast	<input type="checkbox"/>



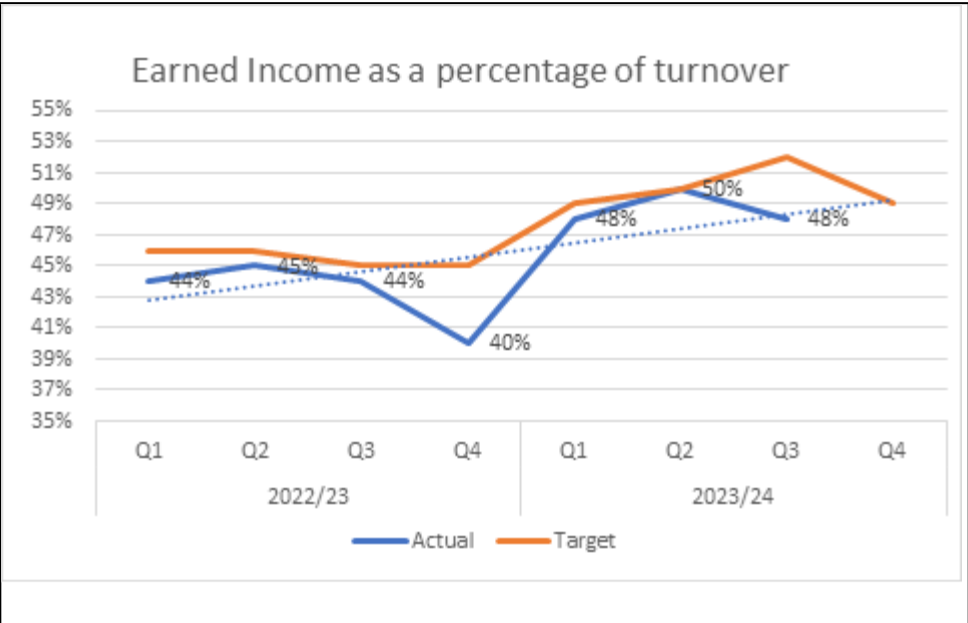
KSI 5: Library Membership (active users)	
Indicator	<input checked="" type="checkbox"/>
Annual Target	13,000
Quarter 3 Target	12,500
Quarter 3 Actual	12,583
Annual forecast	<input checked="" type="checkbox"/>



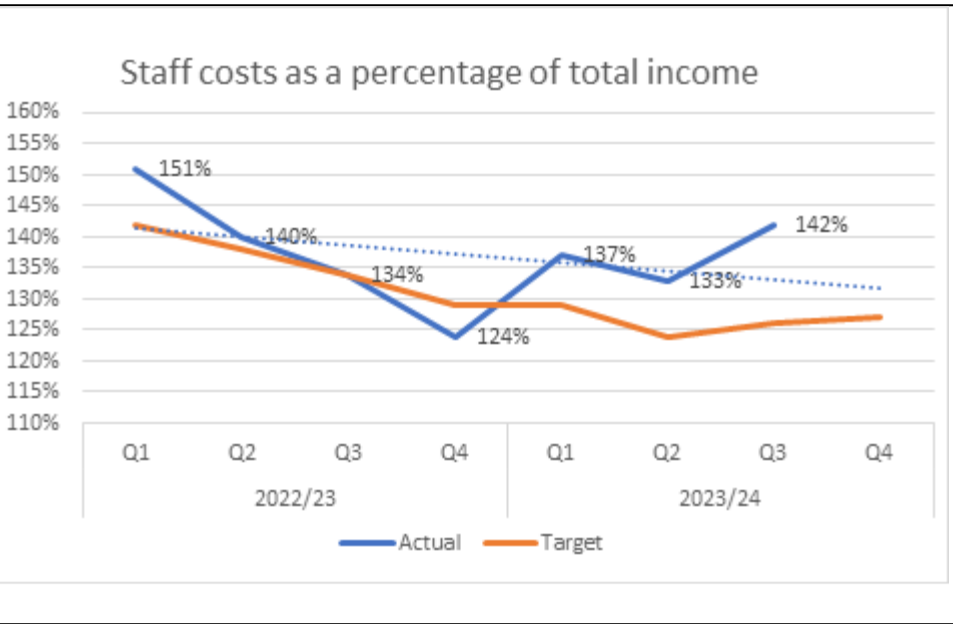
KSI 6: Health Referrals	
Indicator	<input checked="" type="checkbox"/>
Annual Target	600 cumulative
Quarter 3 Target	150
Quarter 3 Actual	154
Annual forecast	<input checked="" type="checkbox"/>



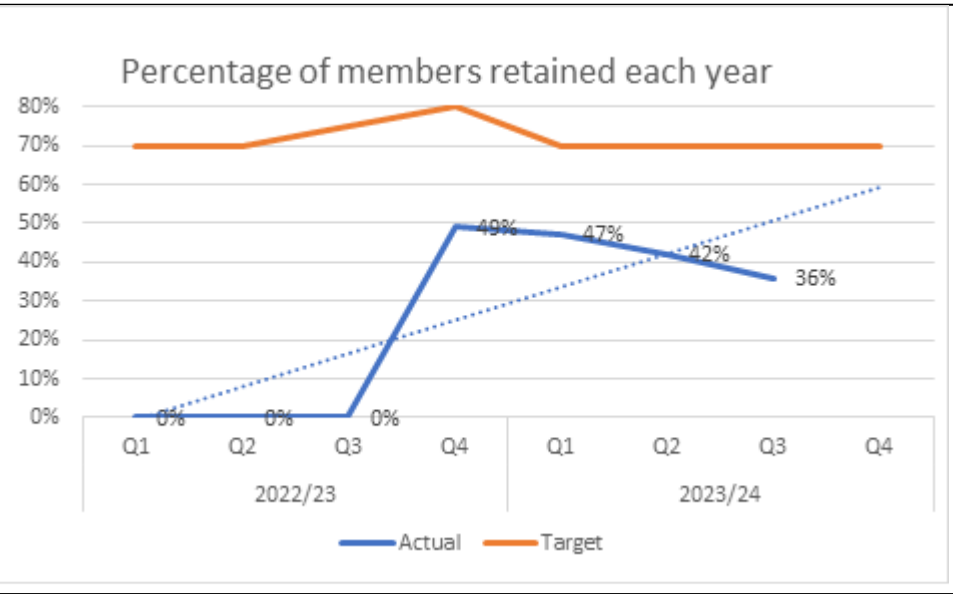
KSI 8: Earned income as percentage of turnover	
Indicator	<input checked="" type="checkbox"/>
Annual Target	50%
Quarter 3 Target	52%
Quarter 3 Actual	48%
Annual Forecast	<input checked="" type="checkbox"/>



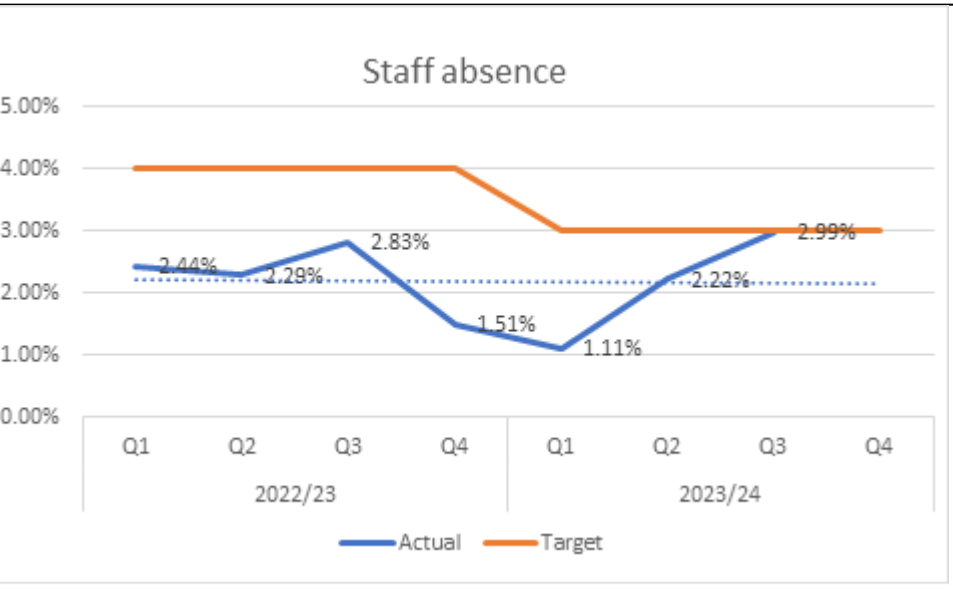
KSI 9: Staff costs as percentage of total income (less management fee)	
Indicator	■
Annual Target	127%
Quarter 3 Target	126%
Quarter 3 Actual	142%
Annual forecast	■



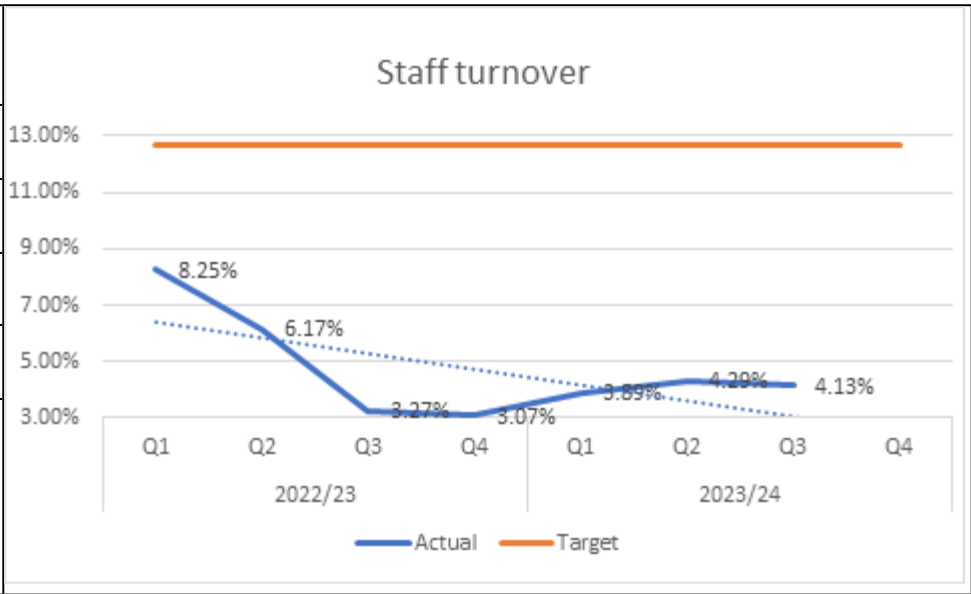
KSI 15: Percentage of members retained each year	
Indicator	■
Annual Target	70%
Quarter 3 Target	70%
Quarter 3 Actual	36%
Annual Forecast	■



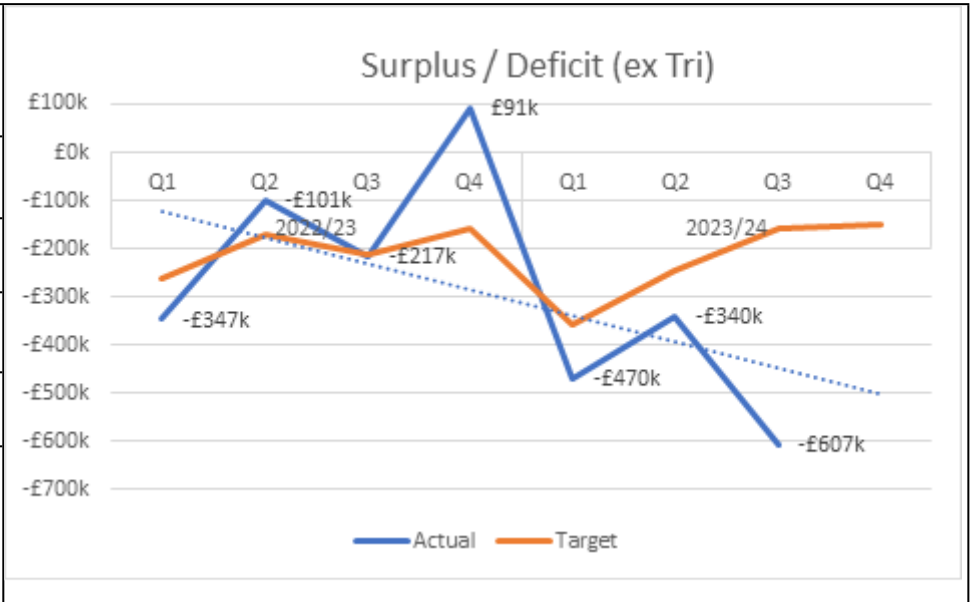
KSI 18: Staff absence rate	
Indicator	■
Annual Target	3%
Quarter 3 Target	3%
Quarter 3 Actual	2.99%
Annual Forecast	■



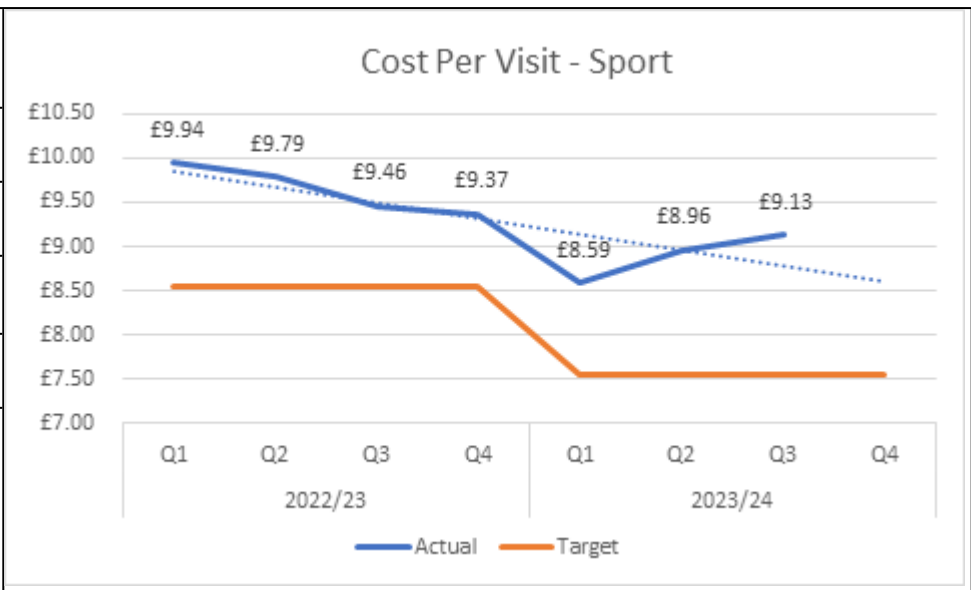
KSI 19: Staff Turnover	
Indicator	■
Annual Target	12.7%
Quarter 3 Target	12.7%
Quarter 3 Actual	4.29%
Annual Forecast	■



KSI 22: Surplus / deficit	
Indicator	■
Annual Target	£-905K
Quarter 3 Target	£-157K
Quarter 3 Actual	£-607K
Annual forecast	■

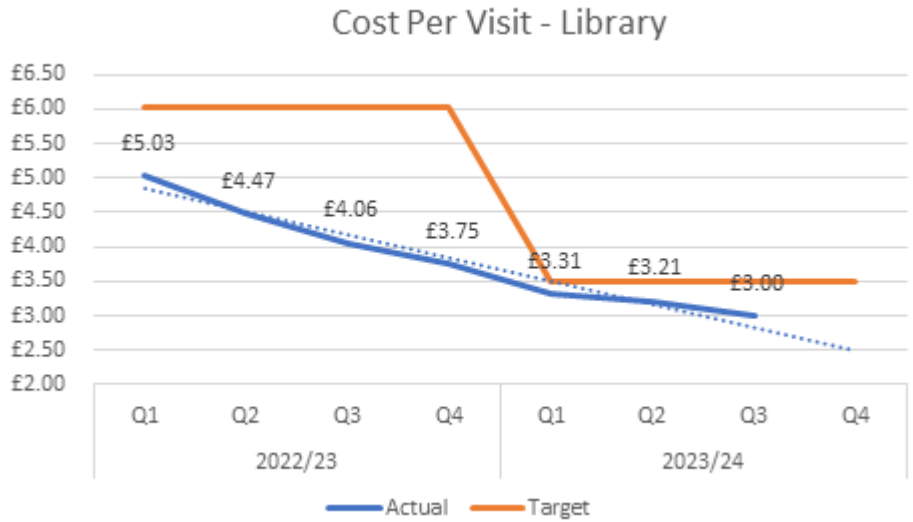


KSI 23: Cost per visit - Sport	
Indicator	■
Annual Target	£7.76
Quarter 3 Target	£7.76
Quarter 3 Actual	£9.13
Annual forecast	■



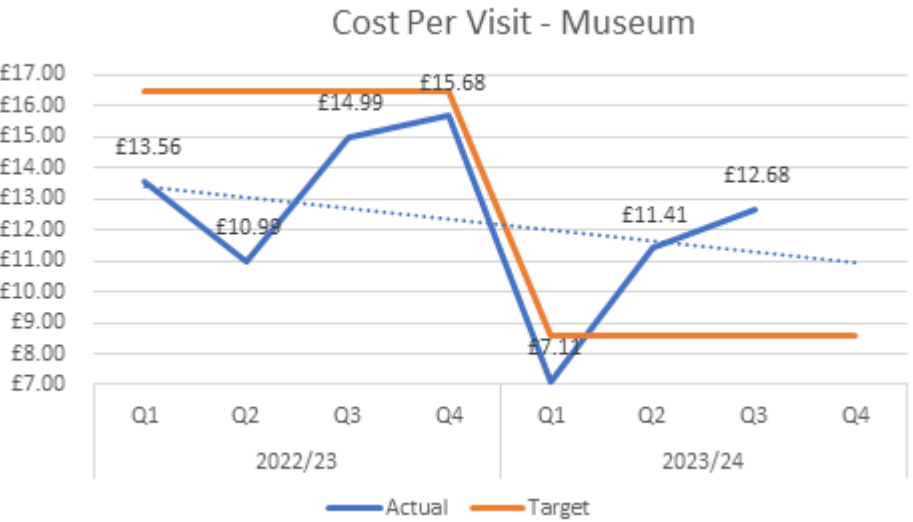
KSI 24: Cost per visit – Library

Indicator	■
Annual Target	£3.49
Quarter 3 Target	£3.49
Quarter 3 Actual	£3.00
Annual forecast	■



KSI 25: Cost per visit – Museum

Indicator	■
Annual Target	£8.59
Quarter 3 Target	£8.59
Quarter 3 Actual	£12.68
Annual forecast	■



Appendix 2: Case Studies

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



Live Borders underwater photo shoot

In the run up to Christmas our teams gave parents the opportunity to have their child's photograph taken under water. This initiative generated £2,480 income and created a lasting legacy for those families, stunning underwater photographs.

The pilot was a fantastic opportunity to capture underwater photos and has been used as a great present for grandparents and others as keepsake. The uptake was overwhelming with a family travelling 1 hour from Edinburgh to get a photo of their 12-week old baby.

"Can I just say a big thank you to you and your team for the underwater photo shoot experience. From the moment we walked through the door everyone was very welcoming and helpful on the day. The photo looks fantastic and its brilliant to have the opportunity to get photos underwater, as it's hard enough these days to get any photos of your child in the water. This is a moment we will treasure as a swimming family. We have the lovely photo to add to our loving memories".



Curtain Up for Theatre Apprentice

Our new Theatre & Events Technical Apprentice has taken control of her first live performance. Paige Riddell, who works with the Arts & Creativity team, took care of lighting and sound for a recent theatre performance at Heart of Hawick. As well as learning on the job, she will be completing a Diploma in Technical Theatre and Production Operations with Edinburgh College.

Live Borders is committed to nurturing our people and our Apprenticeship scheme is reflective of this ethos, Paige is just one of 7 apprentices working at Live Borders at the moment. The previous wave of modern apprentices all found positive destinations in permanent posts within the company where they have continued to flourish.



Live Borders libraries – more than just books

Partnering with SBC as part of the Music Education Partnership Group, Hawick library established a musical instrument library through which instruments can be loaned free of charge. Creative Scotland provided funding to appoint a music tutor, delivering five sessions on Saturday mornings.

The success of this initiative is to be rolled out at Galashiels library in early 2024, along with further sessions at Hawick which have been secured following the drawdown of further funding. It is also hoped that a trainee (school age) tutor can be engaged in delivering sessions.



The golden thread

A former APDS player making his mark recently was Lucas De Bolle (APDS 2002) who was part of the Newcastle United squad in their recent UEFA Champions League game against Borussia Dortmund. Lucas previously played with Kelso and Wallsend FC and spent last season on loan at Hamilton Accies where he won the Scottish Challenge Cup. Lucas is also a Scottish under-21 cap.

Summer Noble, another APDS player was recently signed by Hibernian FC to join their Women's Academy squad. Summer has previously played her football at Peebles and Bonnyrigg as well as being an important part of the APDS squad. She has really kicked on recently and thoroughly deserves her success.

Josh Landers has had a fantastic couple of weeks. After making his first senior appearance at Hibernian FC, coming off the bench against Aberdeen in the Viaplay Cup Semi-Final at Hampden, Josh has signed a new deal with Hibs putting pen to paper on a further 3 year contract. Josh's development has also caught the eye of the Scotland youth set-up, as he now has eight caps for their Under-16s.

Summer and Josh are part of a strong Borders and ex APDS contingent at Hibernian FC joining Murray Aiken, Jay McGarva and Zach Bruce in the men's squads as well as Rowena Armitage and Joelle Murray in the women's squad.

EXPERIENCE

PARTICIPATION

COLLABORATION

EXPERIENCE

PARTICIPATION

COLLABORATION

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

