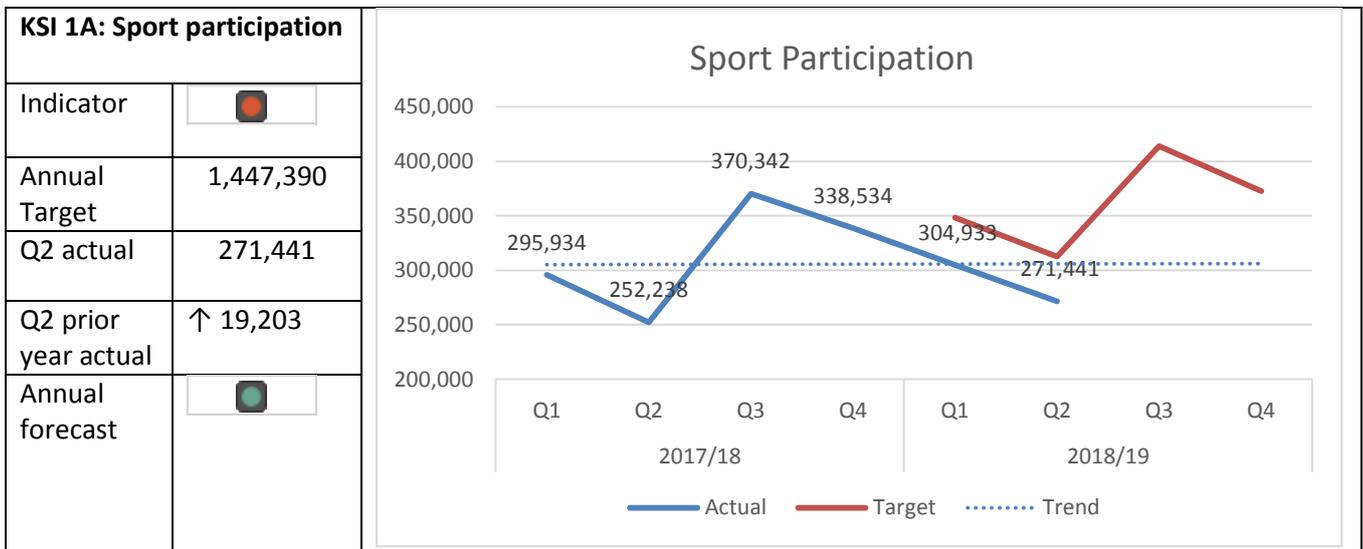


Appendix 1: Detail of Performance Indicators and trends

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		
KSI 7	Total number of participants engaged in more than one leisure activity		
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 17	Staff participation in sport activity		
KSI 18	Staff absence rate		
KSI 19	Staff turnover	Annual	
KSI 20	Volunteer numbers	Annual	
FINANCIAL			
KSI 21	Energy consumption by square meter (KW/sqm)		
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)		

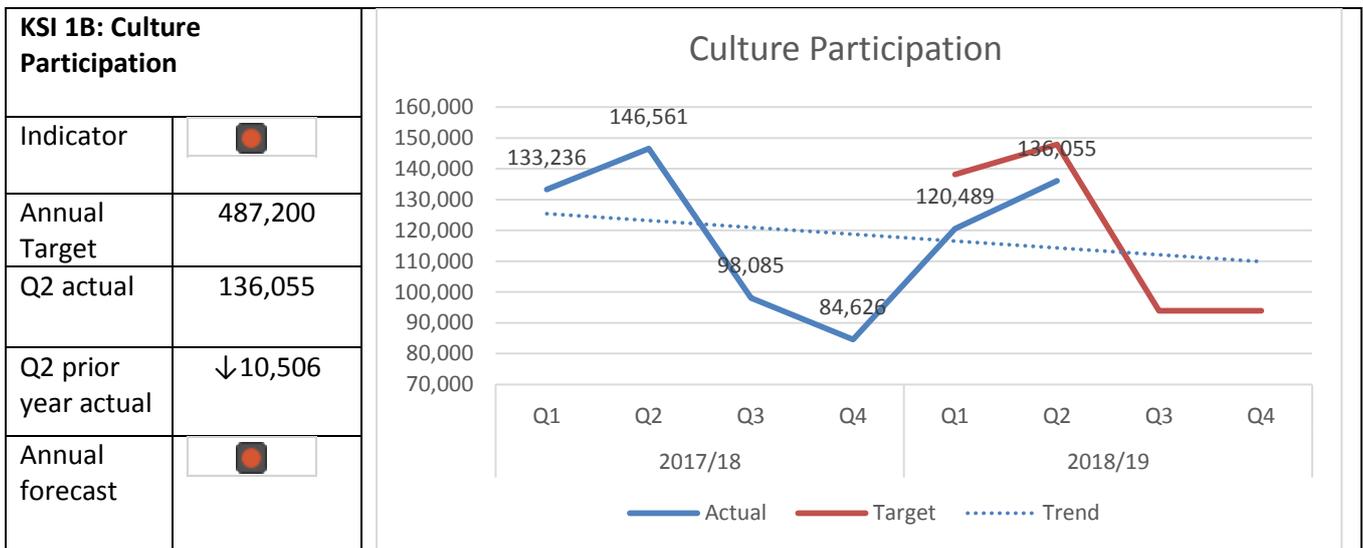
Quarterly	
	95% plus of target met
	85-94% of target met
	Significant under achievement

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



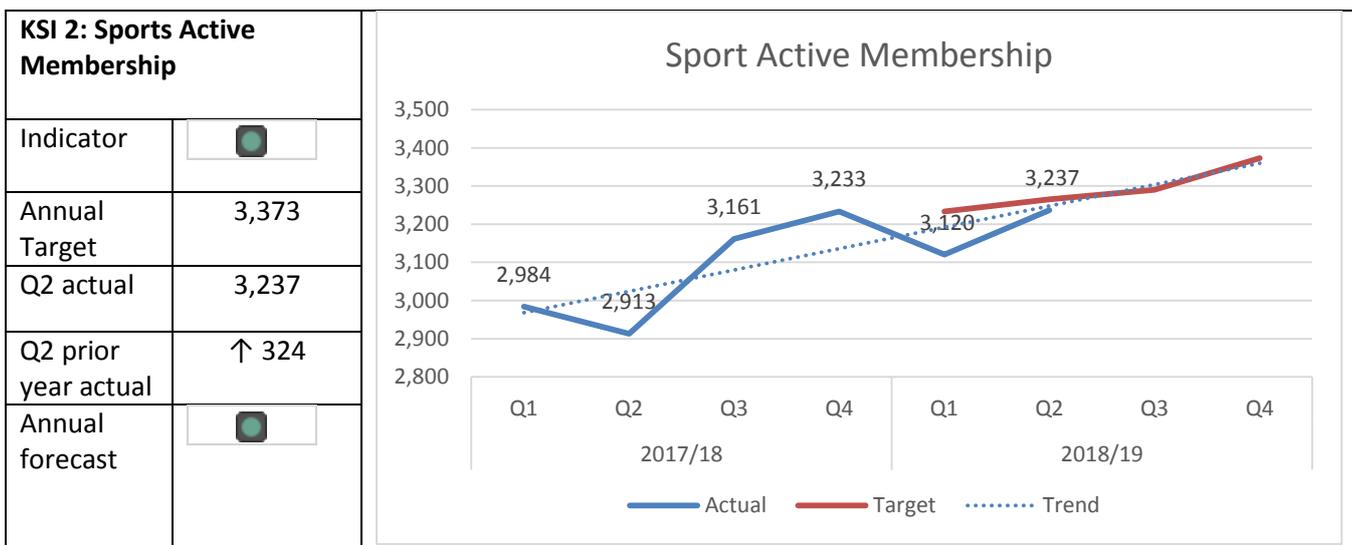
Why: This measure captures the participation numbers engaged in sport and physical activity and demonstrates the reach of the Trust. Participation is not only important to the economic viability of the Trust but it also demonstrates we are contributing to improving health and wellbeing of the Borders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

Performance: Membership numbers are lower than target, affecting total participation. See KSI 2, 3 and 4. Non-member participation is showing steady performance trend. Quarter 2 weather was exceptional and was the hottest on record. This has had an impact on wetside activity and combined with a delay in opening TLC this has resulted in a red indicator for quarter 2.



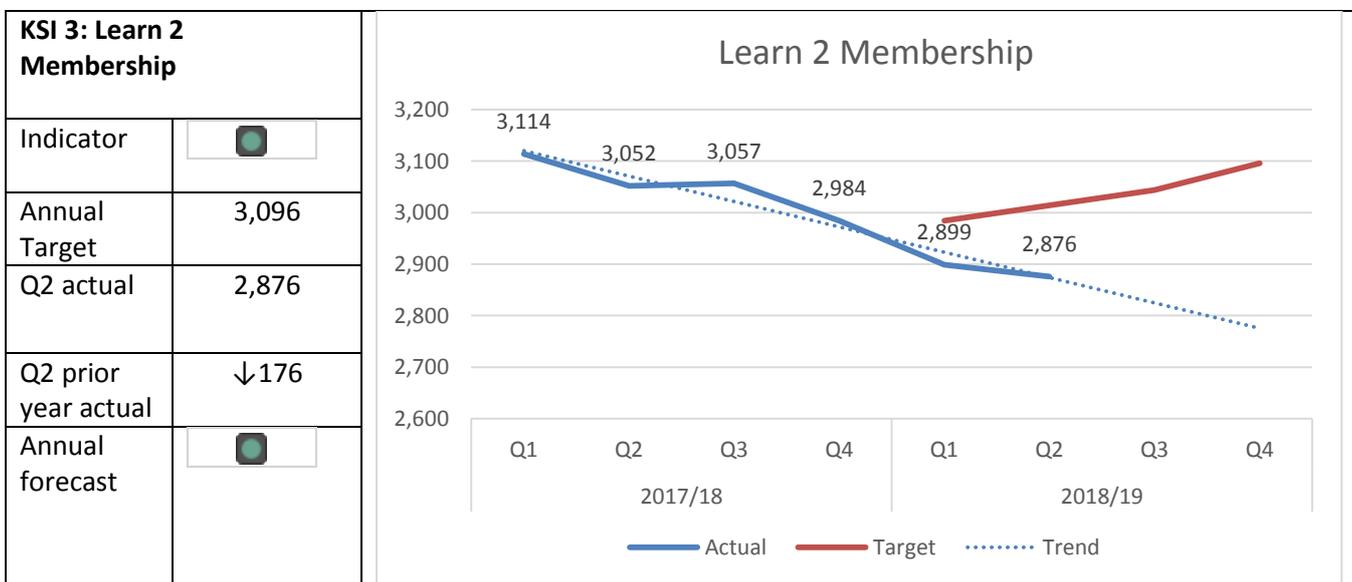
Why: This measure captures the participation numbers engaged in cultural activity and demonstrates the reach of the Trust. Participation is not only important to the economic viability of the Trust but it also important to improving health and wellbeing of the Borders population. 9 of our 12 museums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

Performance: Culture participants overall are down by 23k visitors compared to this point last year, 15k from Museum visitors and outreach. This reflects the visitors that were drawn in to Hawick Museum last year when Wilton Lodge Park was undergoing development work and visitors to the park area we entering the museum for drinks, snacks and toilet visits and taking the opportunity to then look around the museum. With the café now open, this audience is not presenting to the museum. In 2017/18 Old Gala house had a major touring exhibition Warhol to Walker American Prints and associated schools/education project from the British Museum which accounted for higher footfall in 2017-18. The Jim Clark Room closed on May 2018 for redevelopment resulting in a negative impact on visitor numbers.



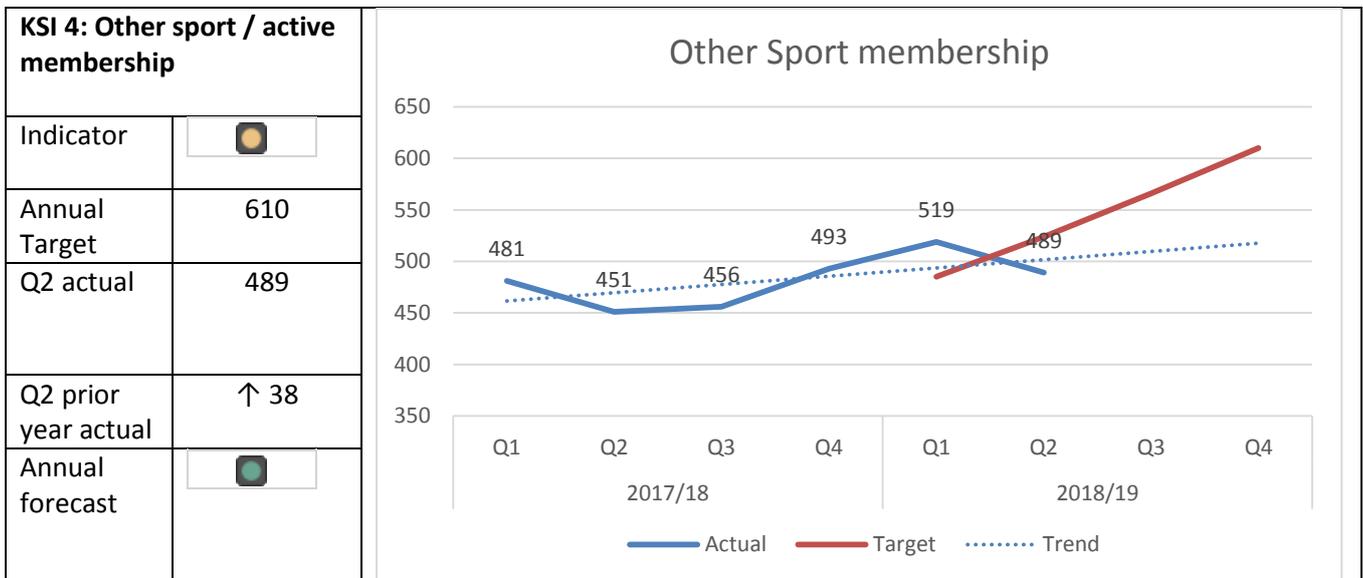
Why: This measure captures the number of distinct users who pay for our gym, swim and fitness membership. Payments are through direct debit, a scheme that provides the Trust with a regular, stable source of income and encourages users to become more active more often. Member attendance is included in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

Performance: Strong performance compared to quarter 2 last year. We have now moved to a 12-month membership contract and this will improve customer retention. However, in quarter 1 there is historically a dip in membership but we did lose some members in the switch over (20%) to DFC. Through our campaign work and reinvestment (4 refurbished gyms) we have already secured new members.



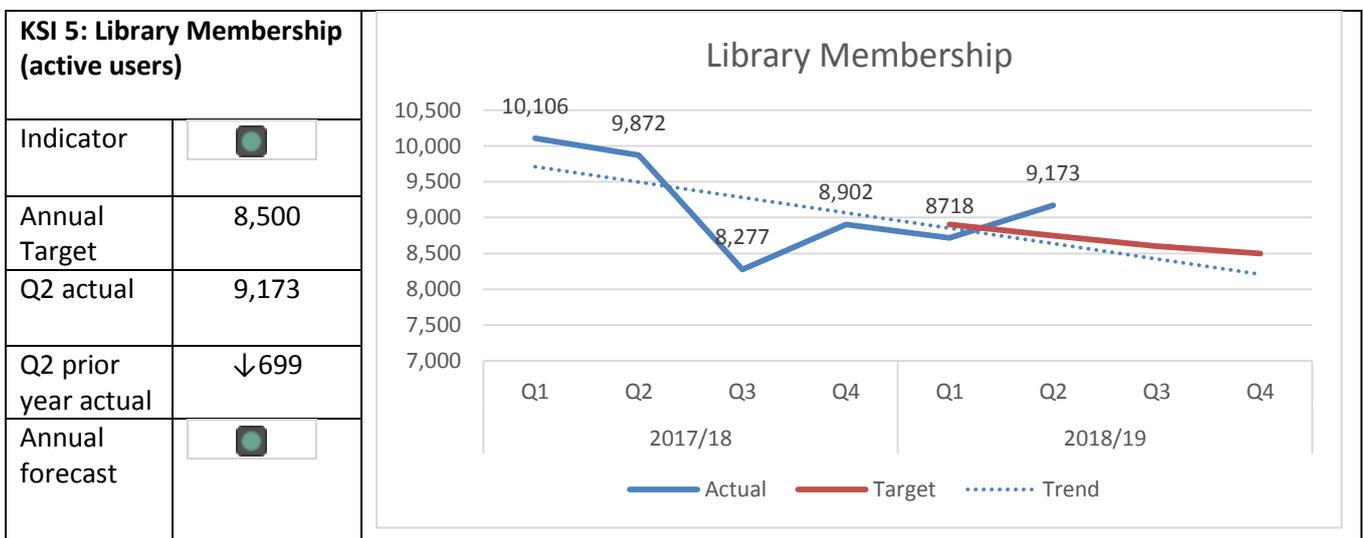
Why: This measure captures the number of distinct users who pay for our swim tuition. Their attendance is included in the participation numbers above. Payments are through direct debit, a scheme that provides the Trust with a regular, stable source of income and encourages children to become more active more often and stay safe around water.

Performance: Quarter 1 and 2 memberships are down in two locations attribute to losing key staff and other factors. Class occupancy continues to be proactively managed to deliver efficiently and reflect current numbers. A combination of interventions are already in place to address this reduction; transfer to the Scottish Swimming Framework; new programming, teachers recruitment and training; marketing and communication plan to highlight the benefits of the new scheme.



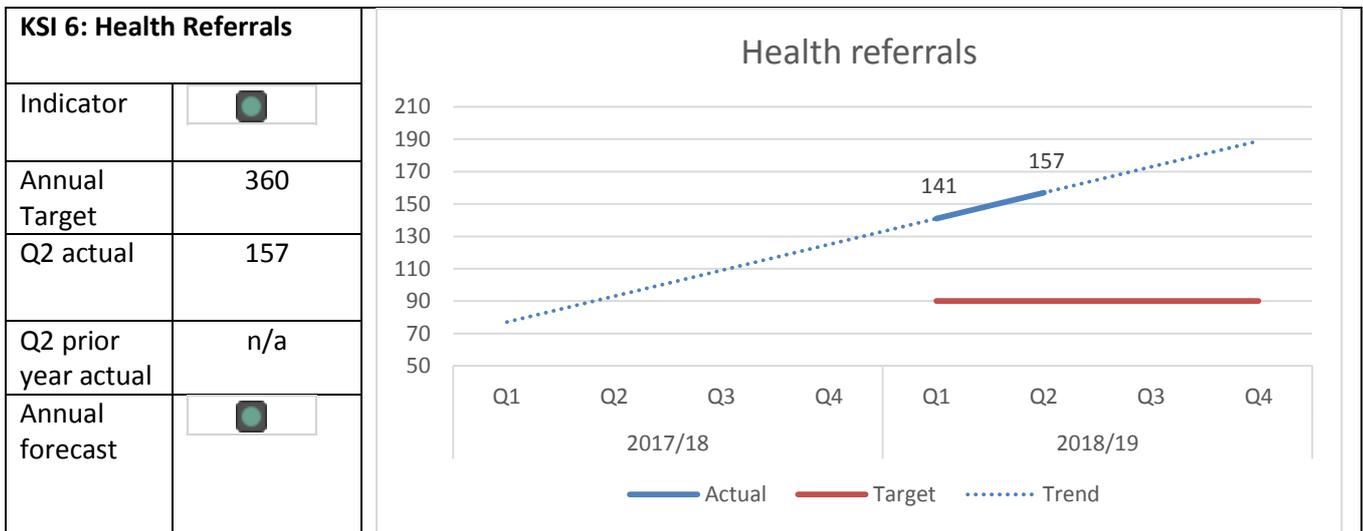
Why: This measure captures the number of distinct users who pay for our services. Their attendance is included in the participation numbers above. Payments are through direct debit, a scheme that provides the Trust with a regular, stable source of income and encourages users to become more active or in the case of the advance player development supports players through a performance pathway.

Performance: There are a number of programmes included in the indicator, including Softplay, gymnastics, play and player development. At the new Teviotdale Leisure Centre development softplay direct debits have not been as popular as anticipated but pay as you go sales have covered some of the loss in income, although not entirely. The mini programme has recently been refreshed to hit future targets. There is mixed performance across the Advanced Player Development Squads (ADPS) sports programmes or football, cycling, swimming. The Tennis programme has ended and hockey introduced and providing strong performance.



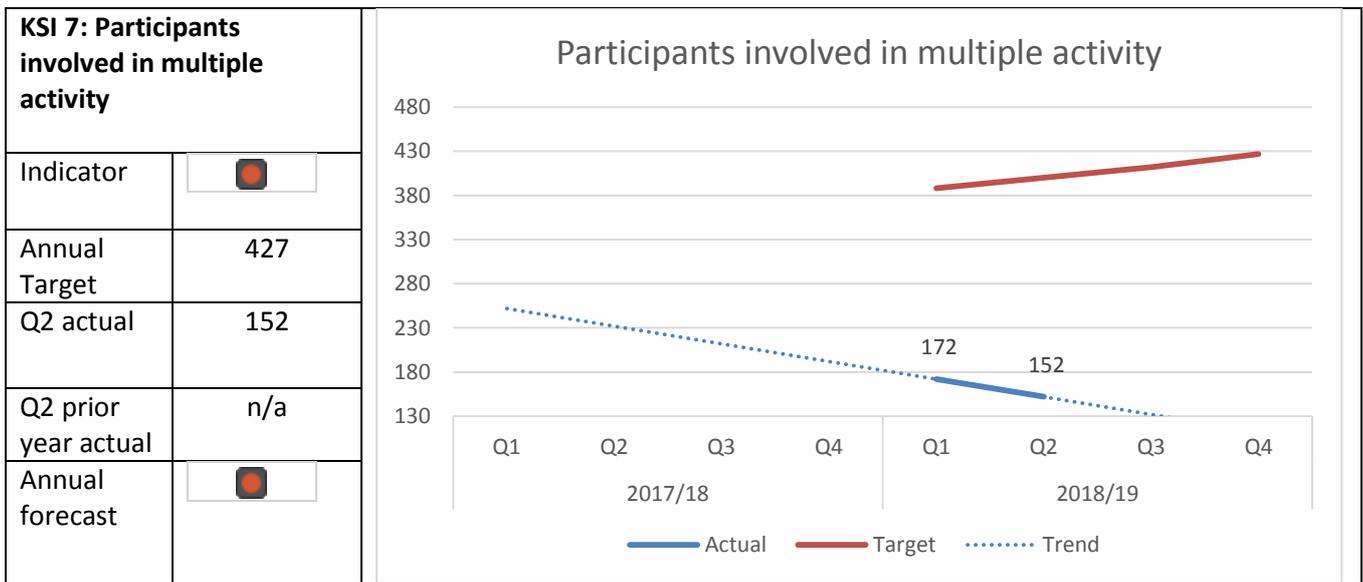
Why: This measure captures the number of distinct users who use our library service. Their attendance is included in the participation numbers above. With the evolving demands on libraries this a key measure to report the reach of library services.

Performance: Performance is reported lower than last year due to the unintended deletion of 2.5k users during quarter 1. Ongoing measures to increase membership include improved marketing of the service, promoting online resources via a library membership and hosting art based events.



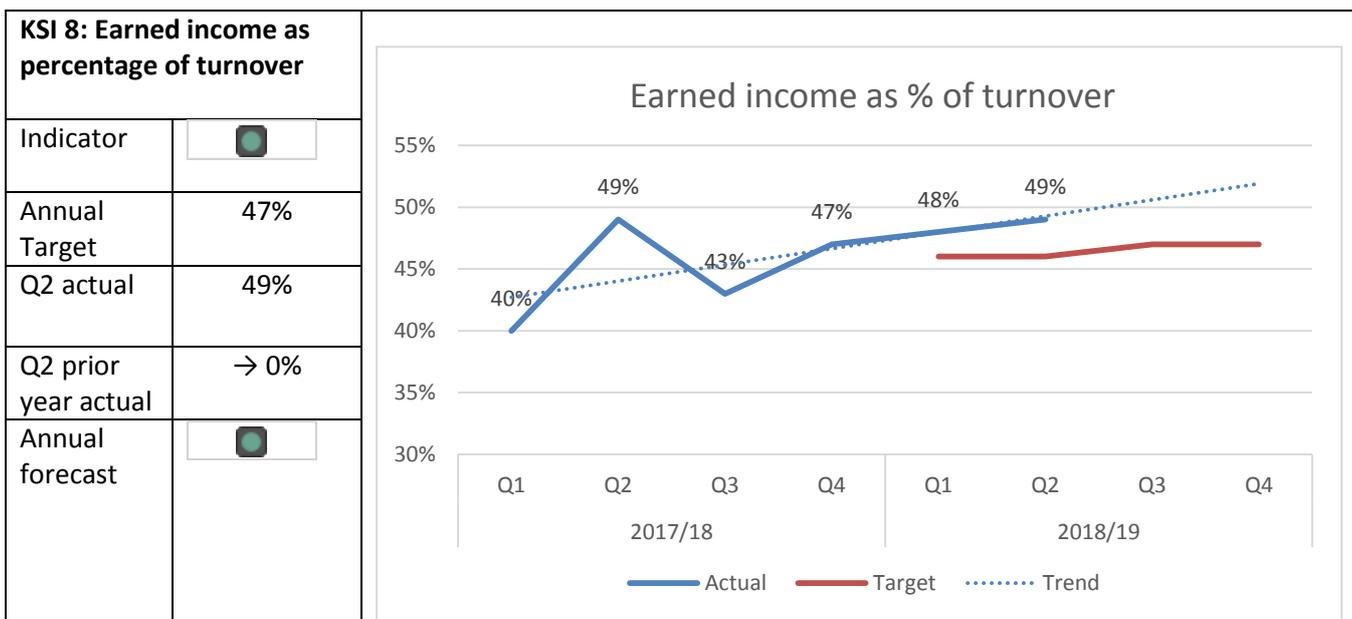
Why: Early intervention advice and medical referrals are increasingly taking the form of exercise and social prescribing. The number of referral demonstrates our active engagement and ability to influence key partners (NHS) and funders in an area of growing demand.

Performance: There is a clear growth trend in health referral programmes. Awareness amongst health referrers and general public is greater leading to higher demands. While health referral numbers are increasing the level of need (approximately 6,000 people in the Borders with diabetes plus unknown number with long-term health conditions) is significantly higher than the demand we see via referrals.



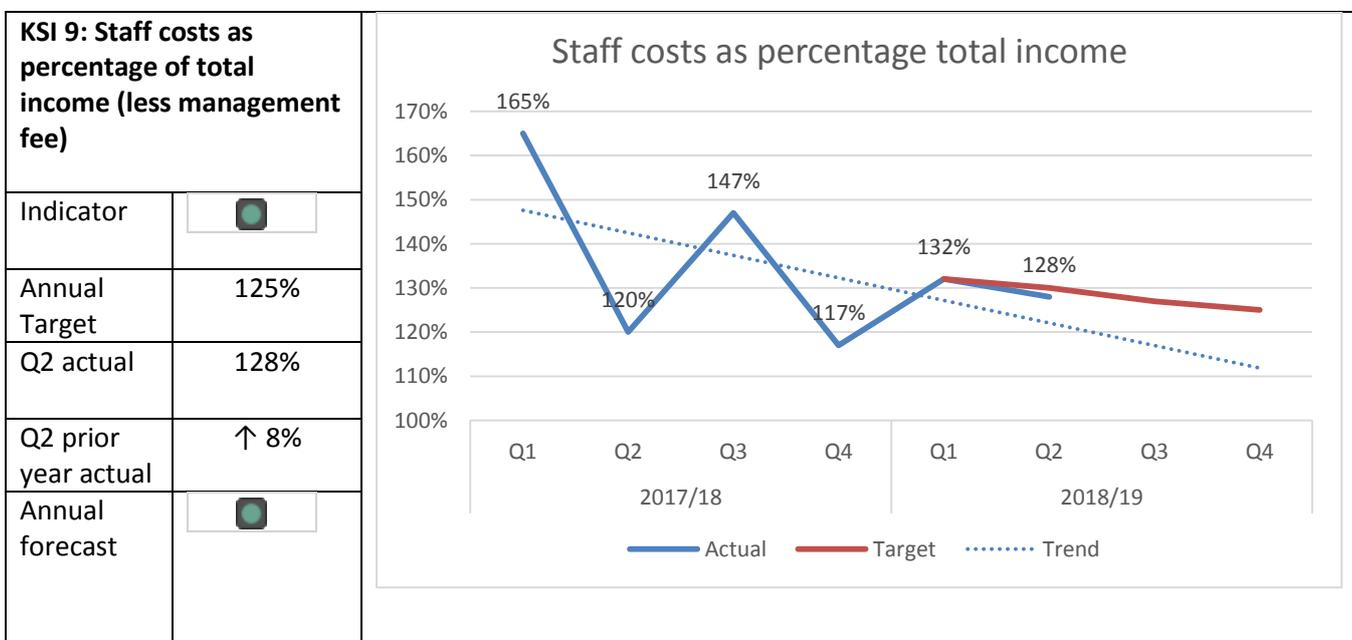
Why: This measure broadens our understanding of participation in activity and our ability to engage participants in the range of Live Borders services.

Performance: This is a new indicator to show our ability to engage participants across the services. This indicator is below target and further work is required around communicating multi-activity and also our ability to track this. GDPR and our ability to cross-sell services has also had an impact on us achieving this target. Further work is required in Q3 to engage users in multi-activity.



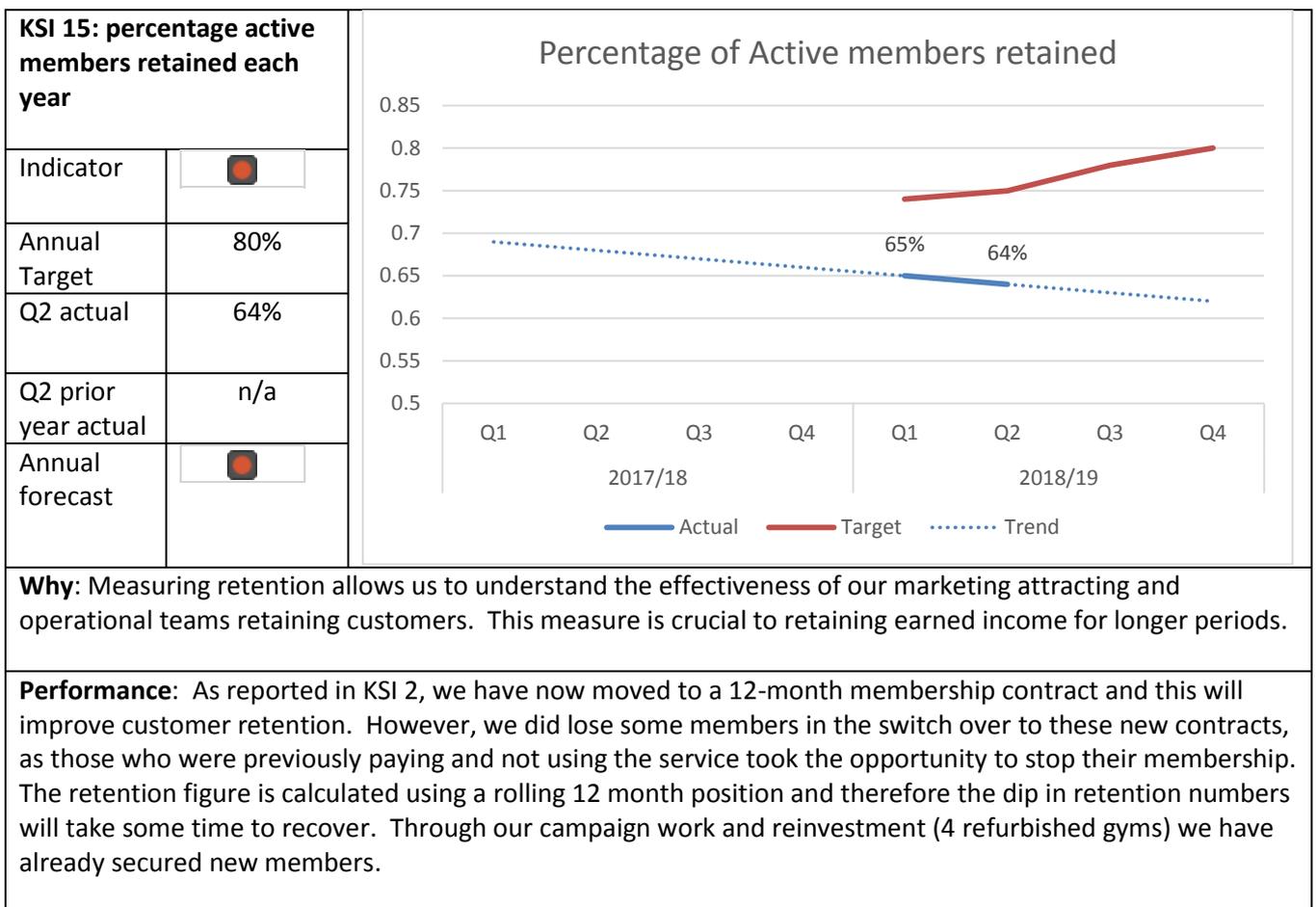
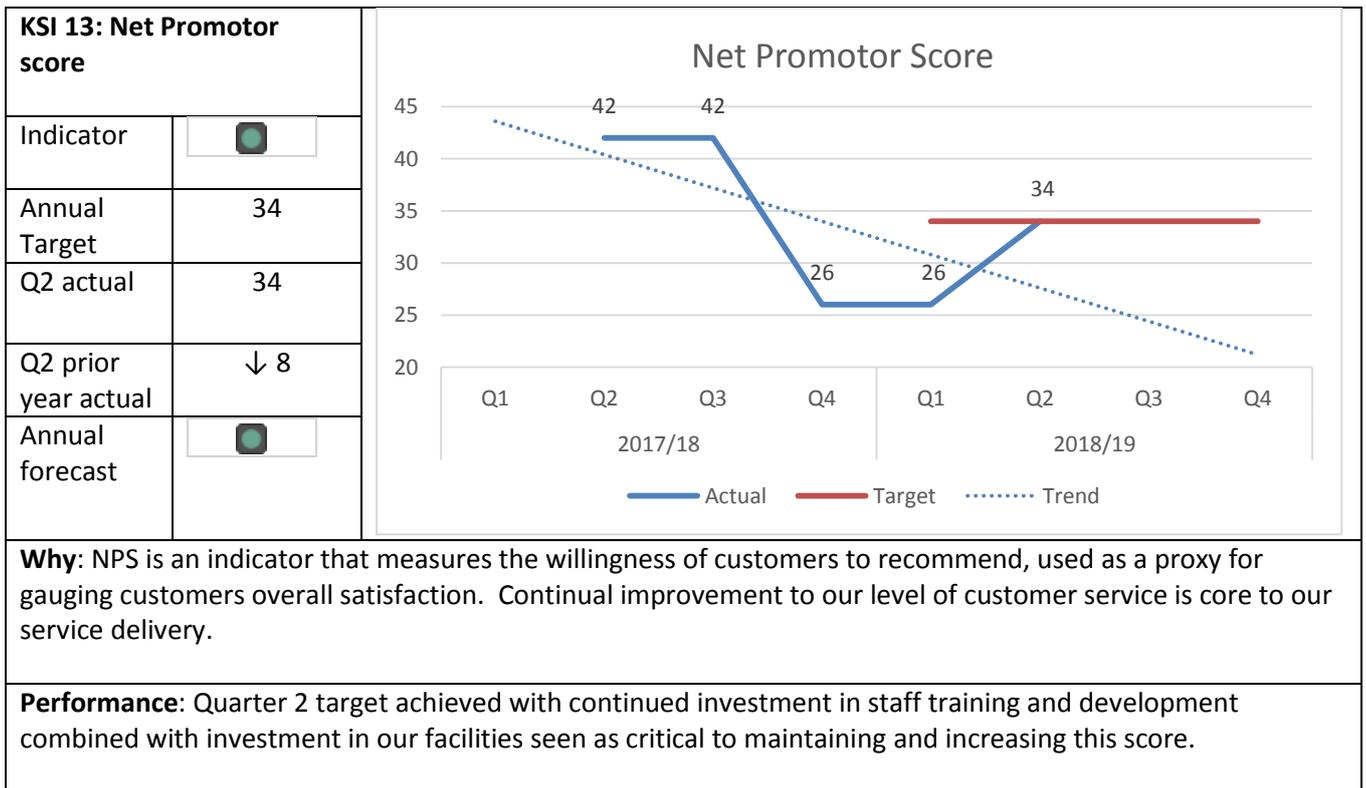
Why: This measure shows our reliance on income we generate rather than grant or management fee. It is important measure to our strategic goal of growing our earned income.

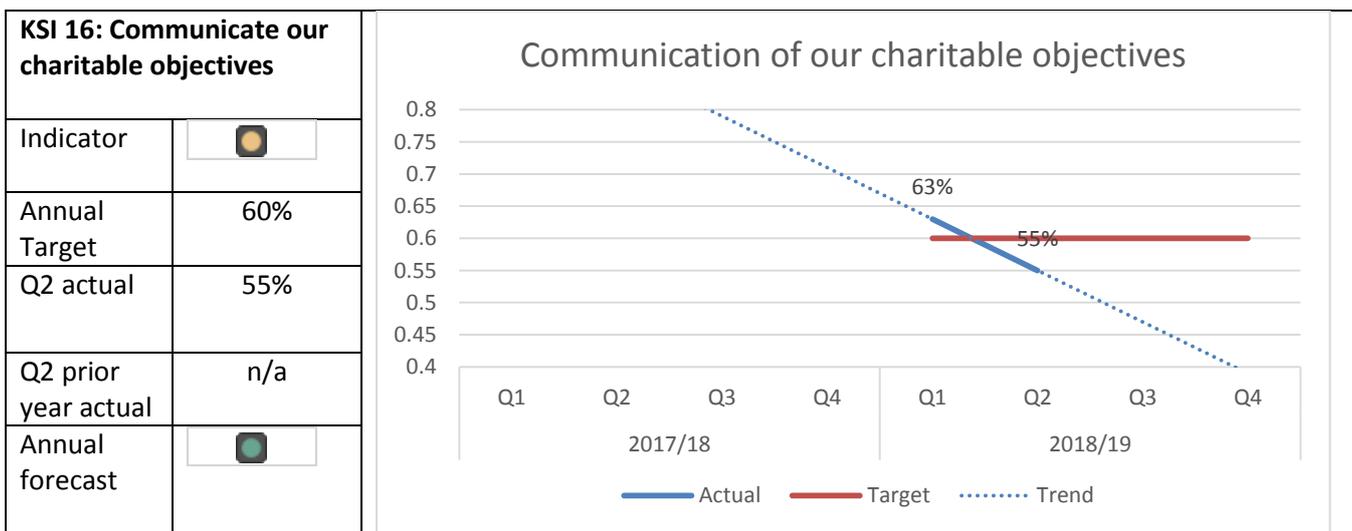
Performance: Managers continue to strive to generate income; however, it has taken longer than anticipated to penetrate some new markets for income generation in our Halls, Harestanes and café provision. Shifting our staffs focus to earned income is taking longer and also positioning ourselves in the day/overnight visitor market is at an early stage, this market is crucial to growth. Even with these challenges we are generating earned income above target.



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.

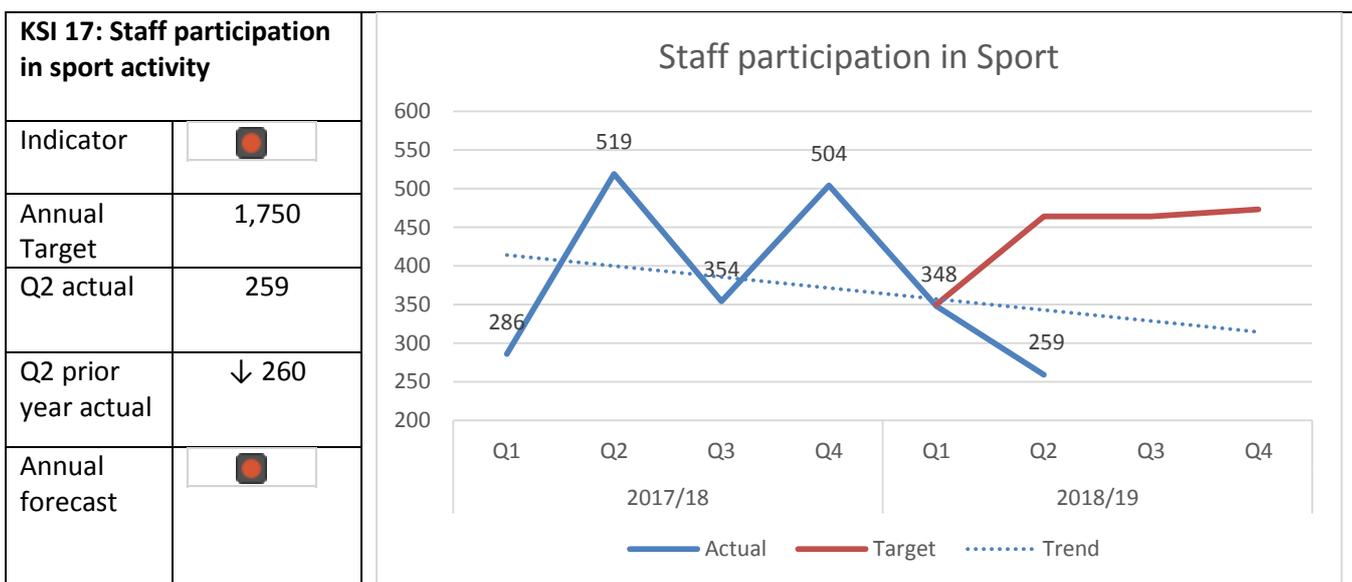
Performance: Staff costs are underspent in quarter 2, reflecting our positive performance to target.





Why: This measure illustrates the success of key messages that Live Borders is a Charity. Our Charitable status is considered a unique part of our proposition and differentiates us from competitors.

Performance: We are at a very early stage in the process of communicating our charitable objectives but so far the communication and marketing activity combined with environmental changes during refurbishments have been very positive. Incremental growth of between 1-3% is anticipated as we progress through our strategy and work further with individual services and teams.



Why: Our strategy objective to nurture our people to be proud of what they do is supported by staff using and benefitting directly from the use of the services we offer.

Performance: As yet, there has been no active promotion of this staff benefit. Staff enjoy use of our sporting facilities for free, subject to class availability. Recording against this indicator remains a challenge as the visits are not all recorded, anecdotal evidence suggests much greater usage, with awareness campaign to undertaken in quarter 4.

KSI 18: Staff absence rate	
Indicator	●
Annual Target	2.5%
Q2 actual	4.02%
Q2 prior year actual	↑ 2.03
Annual forecast	●

Staff absence rate

Year	Quarter	Actual	Target	Trend
2017/18	Q1	2.93%	2.5%	2.3%
	Q2	1.99%	2.5%	2.4%
	Q3	2.82%	2.5%	2.6%
	Q4	2.49%	2.5%	2.8%
2018/19	Q1	2.79%	2.5%	3.0%
	Q2	4.02%	2.5%	3.2%

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

Performance: The number of long term absences increase this quarter, however these have been managed through our processes and all have returned to work or left on grounds of capability. Absence continues to be monitored monthly with early appropriate action taken.

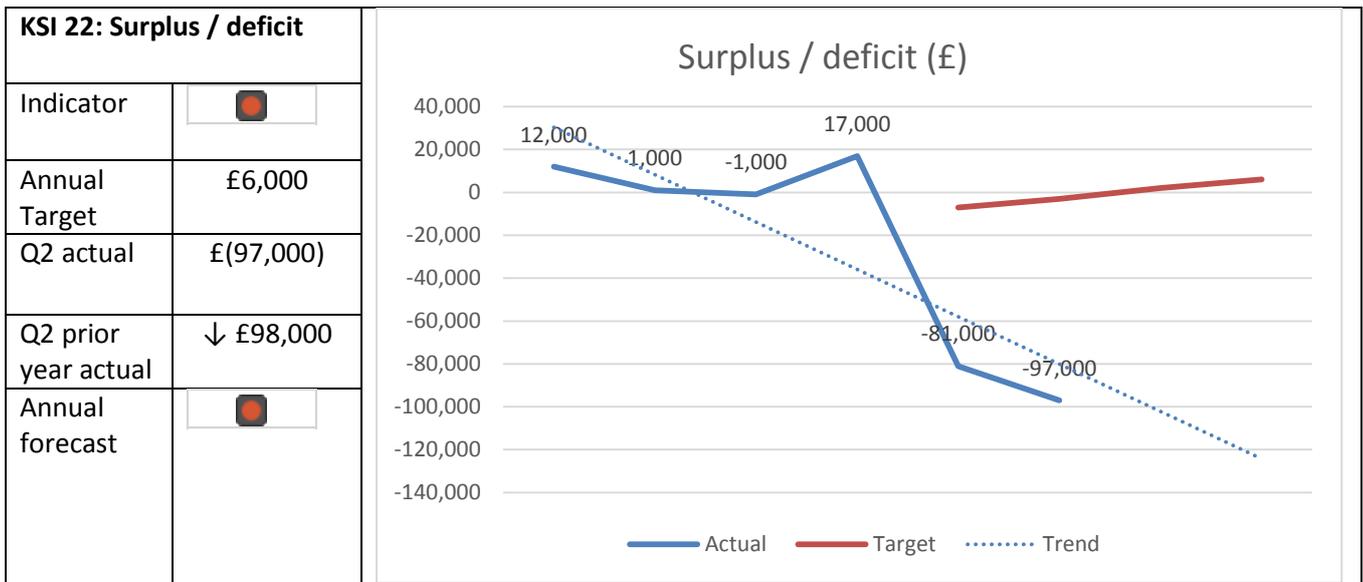
KSI 21: Energy Consumption kw/h	
Indicator	●
Annual Target	323
Q2 actual	54
Q2 prior year actual	↓ 5
Annual forecast	●

Energy Consumption - kw/h

Year	Quarter	Actual	Target	Trend
2017/18	Q1	69	65	78
	Q2	59	65	78
	Q3	98	65	78
	Q4	116	65	78
2018/19	Q1	79	65	78
	Q2	54	65	78

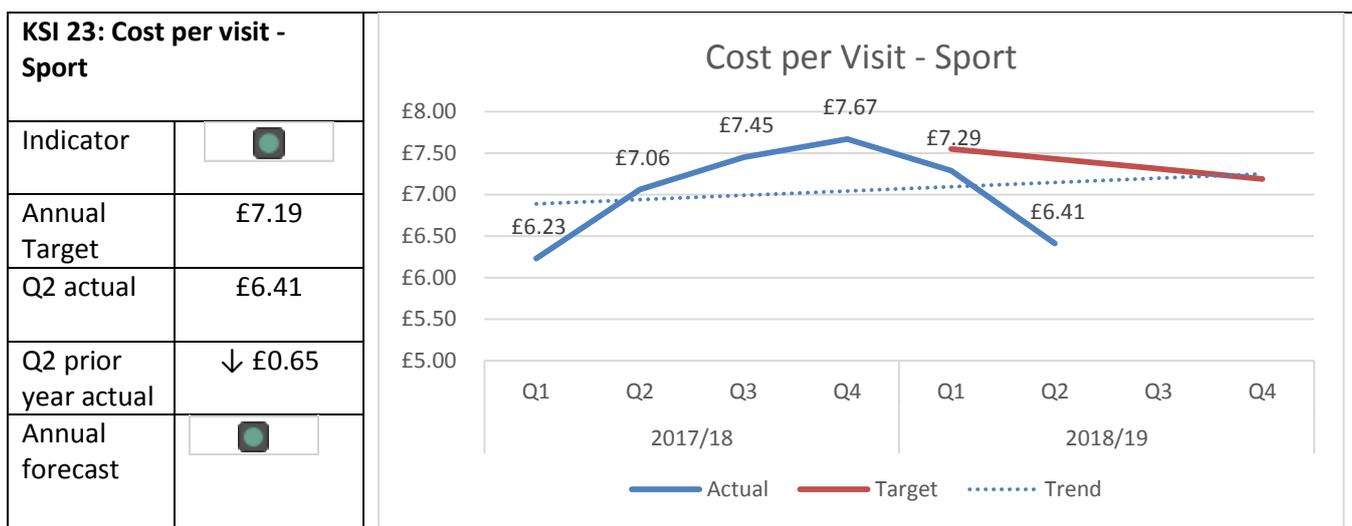
Why: Running especially pool facilities, uses a huge amount of energy and will account for significant amount of Trust's expenditure (10%). Taking steps to reduce energy consumption means that the Trust has money to invest elsewhere.

Performance: Consumption YTD is behind target due to unexpectedly high quarter 1 figures which has indicated a need for improved awareness amongst staff in relation to energy usage. Quarter 2 performance was much stronger and consumption 3.5% below target for the quarter and 8.5% below usage for same quarter last year.



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

Performance: See part three of the CEO report. Some decisions on additional earned income and CAT have proved difficult to achieve operationally. Programmes is now starting to take shape these will be dealt with in future year budget planning. Some exceptional weather did impact on our income with some proactively programming bring that back on track. With appointment of a new member of staff our Halls programming continues to develop, however, it will take to establish our presence in this market.



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.

Performance: Staff costs are also lower than quarter 2 last year with other costs managed and participant numbers higher leading to a lower cost per visit.

		2017/18	2018/19	Growth %
Subsidy/Visit	([-F]+[H]/[A])	£2.79	£2.39	14
Income/Visit	([B]/[A])	£4.28	£4.02	-6
Cost/Visit	([D]/[A])	£7.06	£6.41	9
Staff Cost/Visit	([C]/[A])	£4.11	£3.80	7
Visits/000	([A]/[G])	3.61	3.80	5
Rate of Return	([B]/[D])	61.80	64.87	5
Admissions	Quarter 1	205,432	210,233	2
	Quarter 2	205,130	222,058	8
	Quarter 3	0	0	0
	Quarter 4	0	0	0
Total Admissions	[A]	410,562	432,291	5
Income	[B]	£1,755,633	£1,738,367	-1
	Cost of Sales	£59,346	£91,642	-54
	Staffing [C]	£1,688,008	£1,644,818	3
	Expenses	£1,093,339	£943,493	14
Expenditure	[D]	£2,840,693	£2,679,953	6
Operating Loss	[E]	(£1,085,060)	(£941,586)	13
Less Other costs		(£59,556)	(£89,735)	-51
Surplus/ Deficit	[H]	(£1,144,615)	(£1,031,321)	10

KSI 24: Cost per visit – Library	
Indicator	<input checked="" type="checkbox"/>
Annual Target	£3.46
Q2 actual	£3.53
Q2 prior year actual	↓ £0.44
Annual forecast	<input checked="" type="checkbox"/>

Cost per Visit - Library

Year	Quarter	Actual	Target	Trend
2017/18	Q1	£4.08		
	Q2	£3.97		
	Q3	£3.79		
	Q4	£3.32		
2018/19	Q1	£3.54		
	Q2	£3.53		
	Q3			
	Q4			

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.

Performance: A reduction in staff costs with change to management structure and operating with vacancies has contributed to the reduction in cost per visit, even with slightly fewer visits.

		2017/18	2018/19	Growth %
Subsidy/Visit	([-F]+[H])/[A]	£3.83	£3.35	13
Income/Visit	([B])/[A]	£0.13	£0.18	34
Cost/Visit	([D])/[A]	£3.97	£3.53	11
Staff Cost/Visit	([C])/[A]	£2.77	£2.29	17
Visits/000	([A])/[G])	1.36	1.29	-5
Rate of Return	([B])/[D]	3.38	5.09	51
Admissions	Quarter 1	76,426	72,979	-5
	Quarter 2	77,957	73,928	-5
	Quarter 3			0
	Quarter 4			0
Total Admissions	[A]	154,383	146,907	-5
Income	[B]	£20,694	£26,385	28
	Cost of Sales	£664		
	Staffing [C]	£427,793	£336,678	
	Expenses	£184,060	£181,819	
Expenditure	[D]	£612,517	£518,497	
Operating Loss	[E]	(£591,823)	(£492,112)	17

KSI 25: Cost per visit – Museum	
Indicator	●
Annual Target	£5.32
Q2 actual	£4.70
Q2 prior year actual	↓ £1.04
Annual forecast	●

Cost per Visit - Museum

Year	Q1	Q2	Q3	Q4
2017/18	£4.04	£3.66	£5.78	£7.13
2018/19	£5.60	£4.70	£4.70	£4.70

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

Performance: Reduction in visitors, see KSI 1B has adverse affected year on year performance, however better than under target. The trend in performance notes the seasonal operation of some of our museums.

		2017/18	2018/19	Growth %
Subsidy/Visit	([-F]+[H])/[A]	£2.84	£3.29	-16
Income/Visit	([B])/[A]	£0.82	£1.41	71
Cost/Visit	([D])/[A]	£3.66	£4.70	-28
Staff Cost/Visit	([C])/[A]	£2.82	£3.10	-10
Visits/000	([A])/[G]	0.97	0.87	-10
Rate of Return	([B])/[D]	22.48	29.95	33
Admissions	Quarter 1	49,733	43,514	-13
	Quarter 2	60,168	55,932	-7
	Quarter 3			0
	Quarter 4			0
Total Admissions	[A]	109,901	99,446	-10
Income	[B]	£90,398	£139,889	55
	Cost of Sales	£24,188	£11,471	
	Staffing [C]	£310,456	£308,351	
	Expenses	£67,545	£147,316	
Expenditure	[D]	£402,189	£467,138	
Operating Loss	[E]	(£311,791)	(£327,249)	-5

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



RISE Arts & Mental Health Symposium was a ground breaking one day event founded on the belief that arts impact positively on mental health and wellbeing. Keynote speakers included both national and local organisations and artists. Breakout sessions included

Young People's Emotional Health and Creativity, Arts for Recovery and Arts & Wellbeing in Communities.

The Symposium was delivered in partnership with the Joint Health Improvement Team and was attended by over 70 people from a cross section of organisations and sectors.

"A gathering of passionate people who all want to improve mental health and wellbeing in the Borders"

"Informative and inspirational"

"Arts for Recovery break out session was so inspiring - great to see the success and great work being done".



Scottish Rugby in partnership with Live Borders is working on part of the #BeTheBestYou phase II initiative. The Scottish Borders is one of only 11 selected authorities, with 175 girls already engaged in rugby. In October 2017 the women and girls Borders strategy was implemented. There has been a noticeable growth in participation and interest. 30 girls came together from across the region (rather than an individual school) to compete in the Club Cup. 6 girls attended Rugby performance camp - a first for females. 2018/19 sees the introduction of a structured programme. This is being implemented with a focus on creating and developing an appropriate pathway for all girls, of all abilities. Hawick Rugby club have appointed a female assistant development officer with a focus to grow the girls game within the Hawick area "I feel it is important for the girls to see there is a pathway through to the national team, a good chance for me to pass on my knowledge and experiences, giving back to the community of Hawick, where it all started for me" Lana Skeldon, Scotland Womens Professional Player.

The Textile Study Group is a group of nationally and internationally recognised textile artists and tutors, well known for innovative and challenging approaches to art practice and contemporary teaching. In their latest show, the group explore the concept of disruption in its widest sense. We live in an uncertain world. The only certainty now seems to be uncertainty. Life is full of disruption on personal, political, local and global scales.

The Textile Study Group DIS/rupt exhibition brought contemporary textile art to the Scottish Borders, giving people the opportunity to engage with contemporary textile art and attracting new audiences to our Live Borders Museum and Gallery Venues.

"A coherent and exhilarating exhibition raising thought and discussion amongst us-beautiful work."

"Have had to return for a second visit as there is so much to see and absorb."



I wanted to message to say I have picked Evie up from the Sports Academy this afternoon and she has loved every minute. Please pass on our thanks to Neil Renton and the other coaches. Evie was buzzing when we arrived and still seems full of energy. She had discovered hurdles which she had never tried before and seems to love them. She has enjoyed every aspect of the three days and conquered some social anxiety. Thank you to everyone involved for giving her this wonderful opportunity.