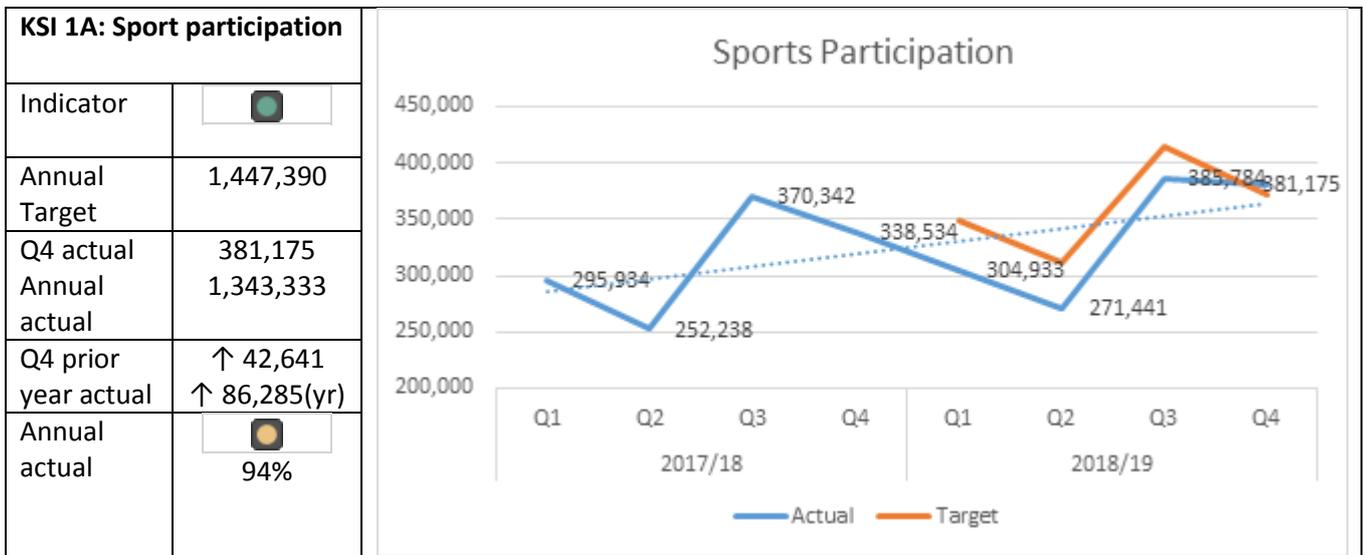


Appendix 1.1: Detail of Performance Indicators and trends

Ref	Key Strategic Indicator	Quarterly Gauge	Annual Actual
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	No target
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)		

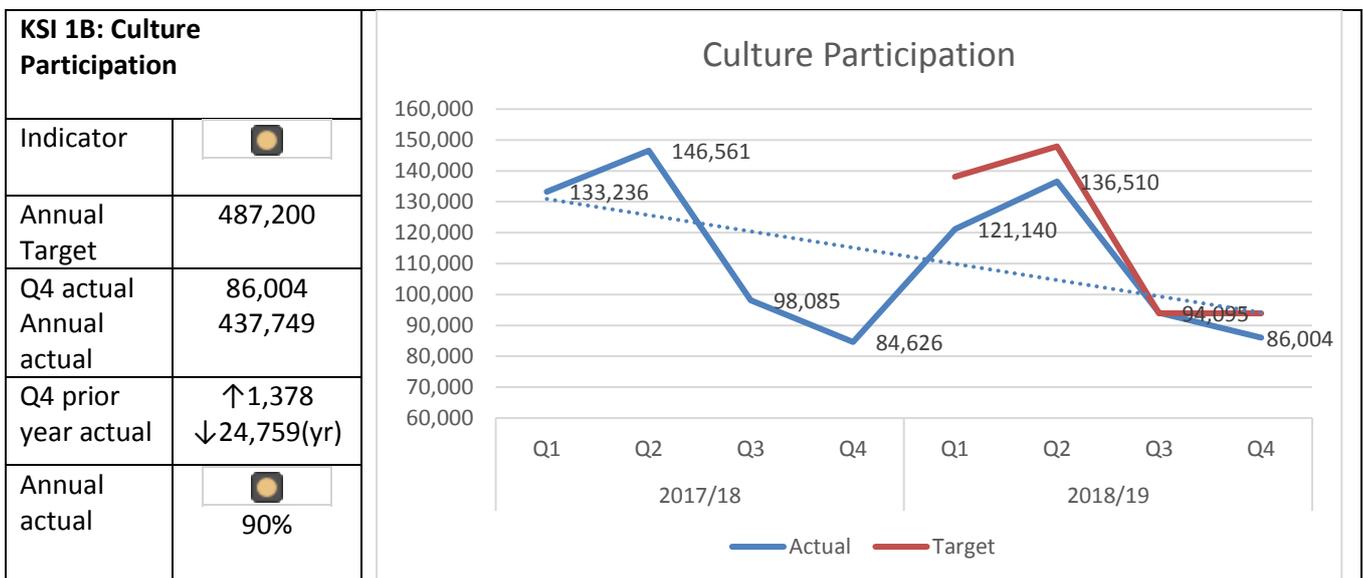
Quarterly	
	95% plus of target met
	85-94% of target met
	Significant under achievement

Annual	
	Within 5% or exceeds target
	Within 15% of target
	Significant under achievement



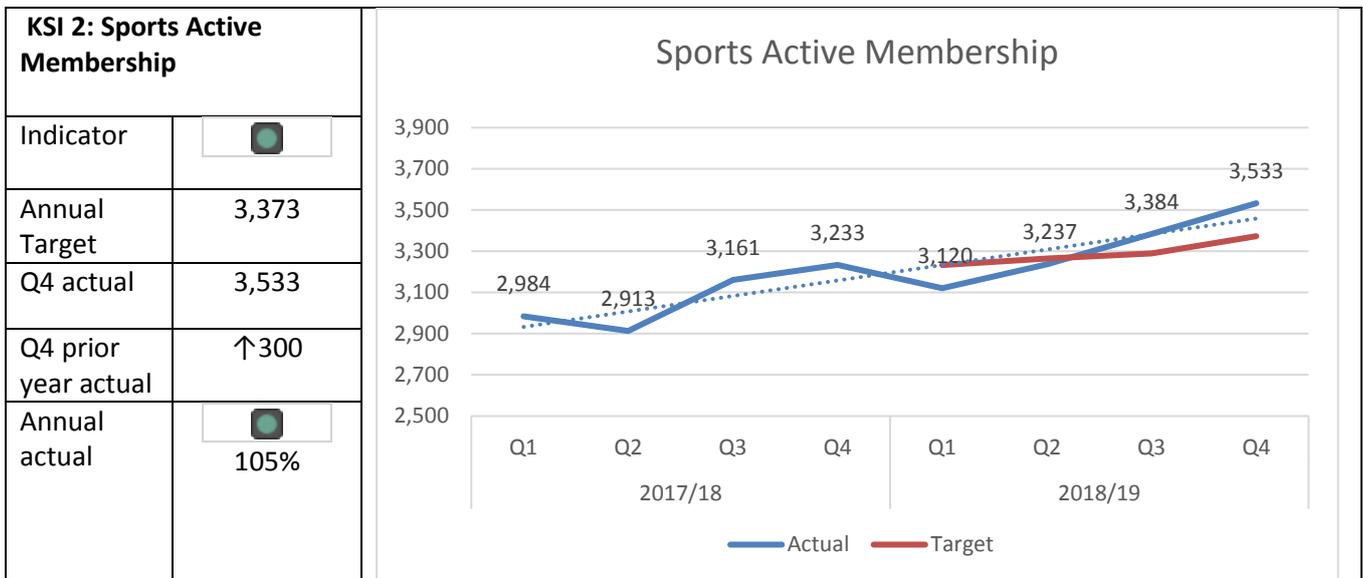
Why: This measure captures the participation numbers engaged in sport and physical activity and demonstrates the reach of the Trust. Participation is not only important to the economic viability of the Trust but it also demonstrates we are contributing to improving health and wellbeing of the Borders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

Performance: Participation was strong in quarter 4 with the launch of new activities (see case studies) in January and active schools participation making gains in majority of clusters after a disappointing quarter 3. As reported in KSI 2 and 3, One Club membership continues to perform well, however wet side activities such as Learn 2 are failing to reach the levels of previous year.



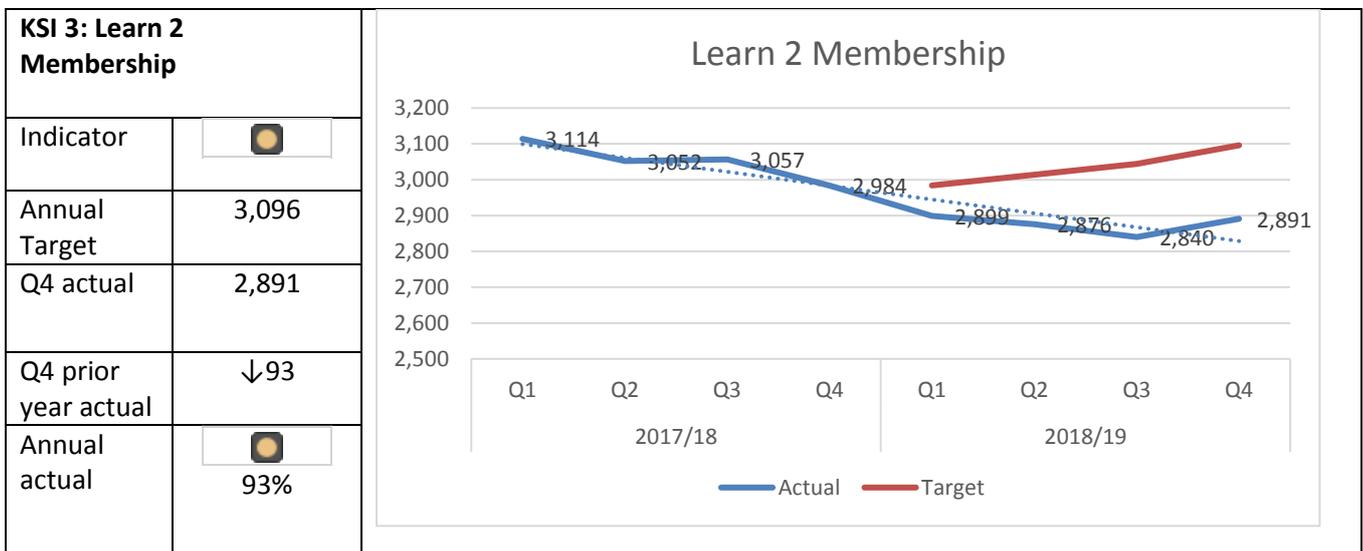
Why: This measure captures the participation numbers engaged in cultural activity and demonstrates the reach of the Trust. Participation is not only important to the economic viability of the Trust but it also important to improving health and wellbeing of the Borders population. 9 of our 12 museums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

Performance: Museums and Hub admissions have been lower than anticipated, 9,882 less than the previous year; Jim Clark room is closed for redevelopment. Outreach for museums are considerably down for the year as a whole. Visitors to live events at Towermill continue to be strong, although we continue to struggle with cinema admission. Libraries have strong book bug attendance in the quarter, 15% increase in sessions (30% increase in attendances). The larger libraries are all reporting a positive increase this quarter in the number school visits. Introducing live music sessions in libraries was a success in quarter 4 with 3 events on the history of the Borders Pipes at capacity.



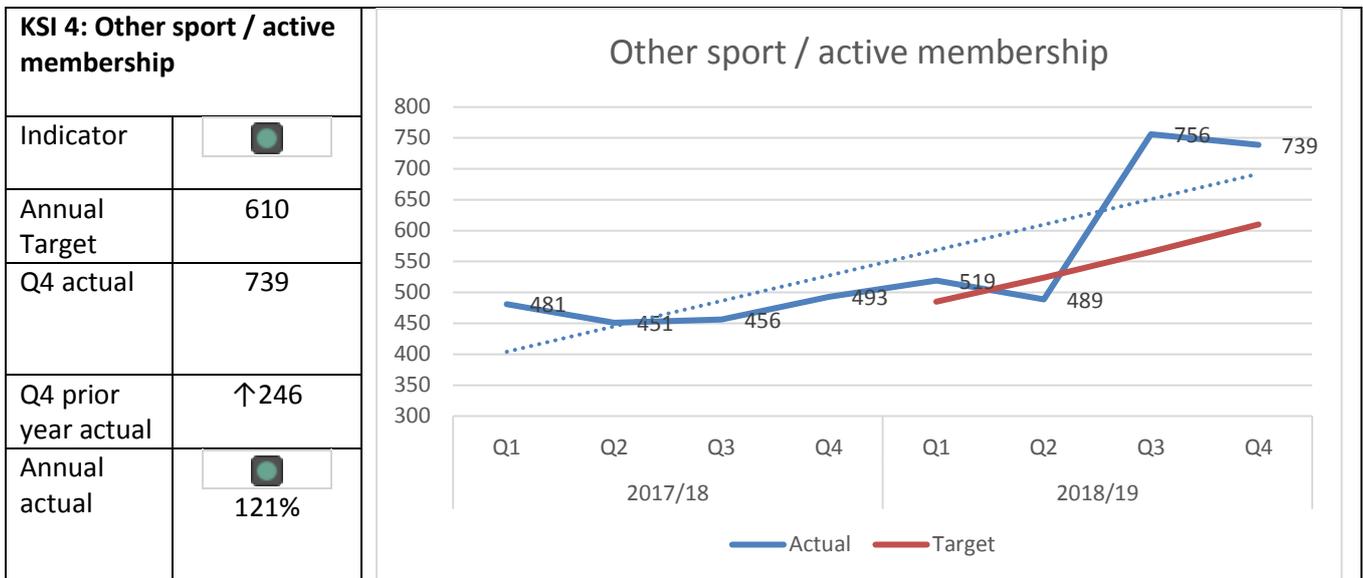
Why: This measure captures the number of distinct users who pay for our gym, swim and fitness membership. Payments are through direct debit, a scheme that provides the Trust with a regular, stable source of income and encourages users to become more active more often. Member attendance is included in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

Performance: One Club membership and Trifitness membership continues to perform well with significant growth again this quarter. Membership finished the year 160 members ahead of target and 300 ahead of prior year. Growth has been seen across the four recently refurbished gyms.



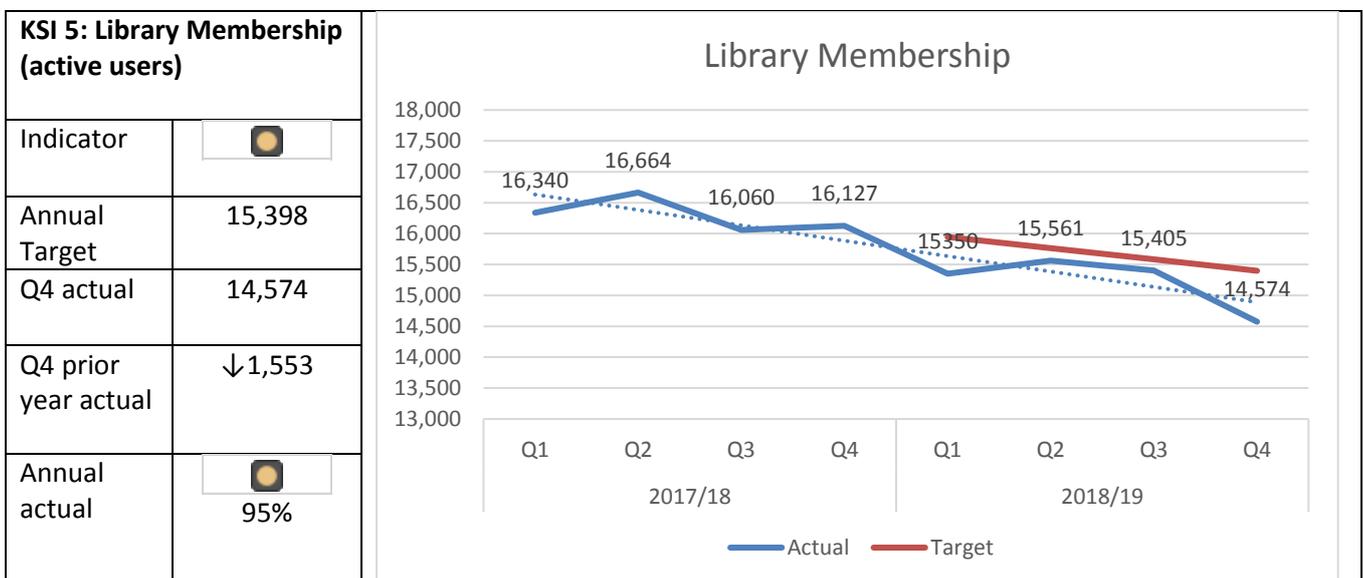
Why: This measure captures the number of distinct users who pay for our swim tuition. Their attendance is included in the participation numbers above (KSI 1A). Payments are through direct debit, a scheme that provides the Trust with a regular, stable source of income and encourages children to become more active more often and stay safe around water.

Performance: Our Learn 2 Swim programme has showed a drop in numbers across all pools as reported in quarter 2 and 3. Class occupancy continues to be proactively managed and following the transfer to the new Scottish Swimming framework in January, we expect to see numbers improve with April already showing an uplift.



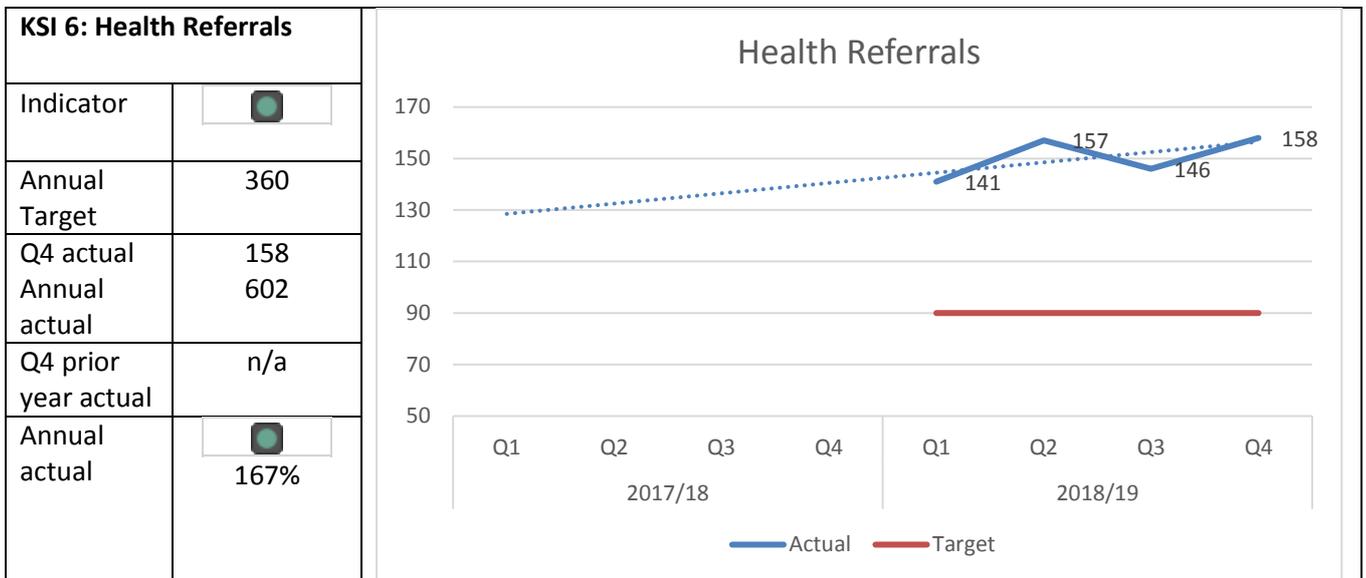
Why: This measure captures the number of distinct users who pay for our services. Their attendance is included in the participation numbers above (KSI 1A). Payments are through direct debit, a scheme that provides the Trust with a regular, stable source of income and encourages users to become more active or in the case of the advance player development supports players through a performance pathway.

Performance:
The new hockey development programme continues to grow as do the mini programme and gymnastics direct debits, which are consistently over 400, a growth 15% from prior year.



Why: This measure captures the number of distinct users who use our library service. Their attendance is included in the participation numbers above (KSI 1B). With the evolving demands on libraries this a key measure to report the reach of library services.

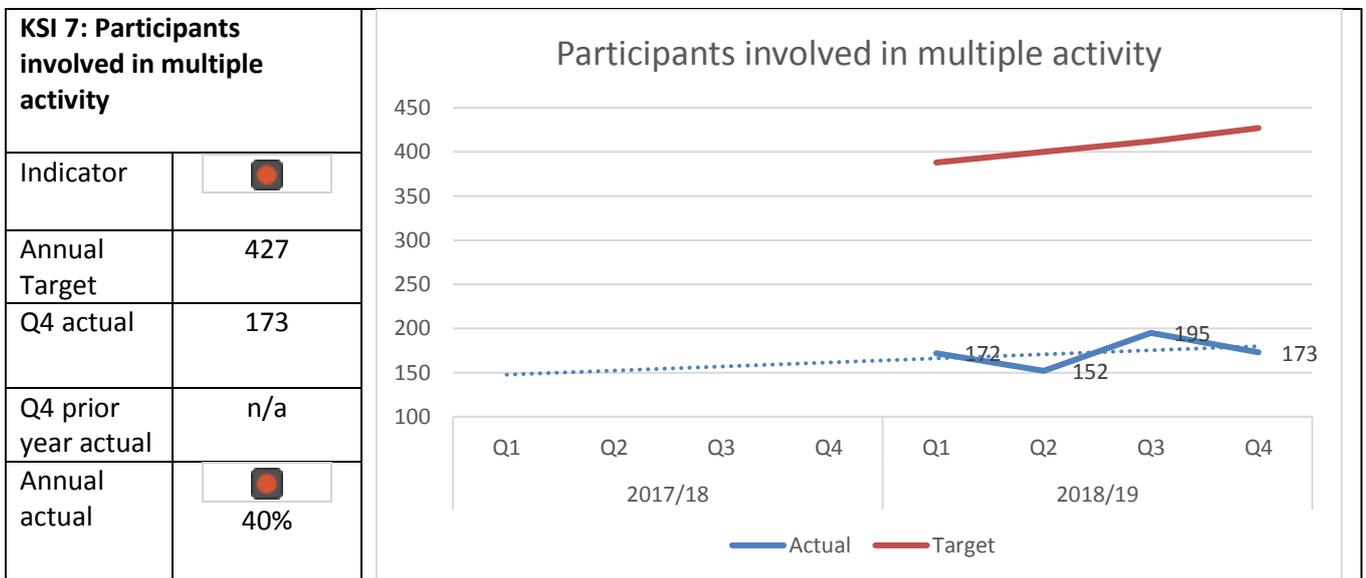
Performance:
In line with national trend on reducing visitor numbers we continue to focus on extending our offering through activities such as code and lego clubs. 2019/20 will bring a focus on digital usage and membership.



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:

Another excellent quarter with referrals reaching their peak for the whole year. General awareness of the programme has increased as have the quantity of opportunities available to communities. Excellent uptake into general health conditions classes as part of Live Borders multi-conditions approach.

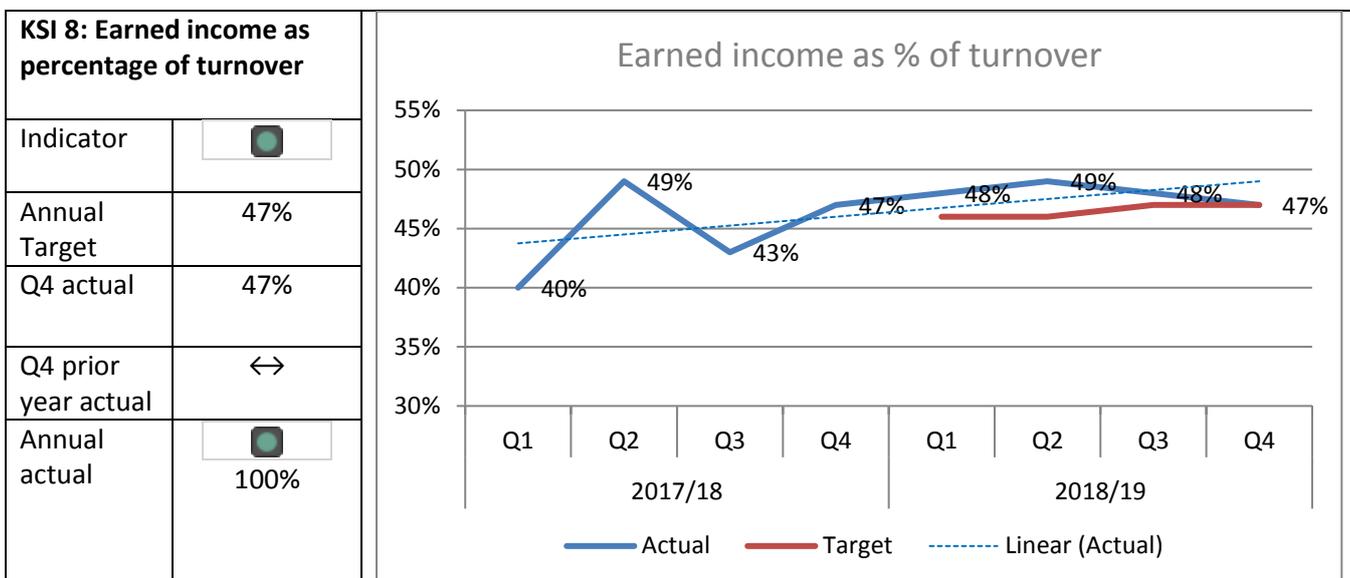


Why: This measure broadens our understanding of participation in activity and our ability to engage participants in the range of Live Borders services. Numbers are limited to Active and Library membership as we have no way of measuring participation in other service areas such as museums, hub, events, arts where there is no distinct participant data held.

Performance:

Marketing has undertaken analysis to review where more cross-selling can be delivered and a tactics plan has been developed.

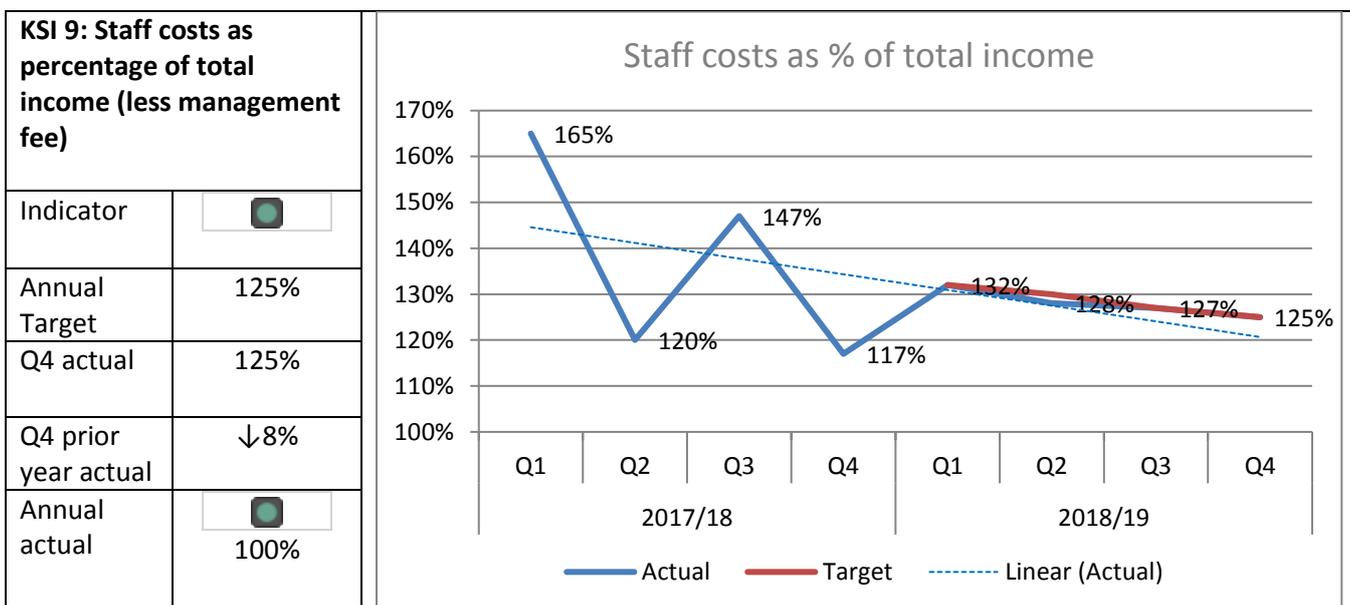
As agreed in February 2019 this indicator will be removed from 2019/20.



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:

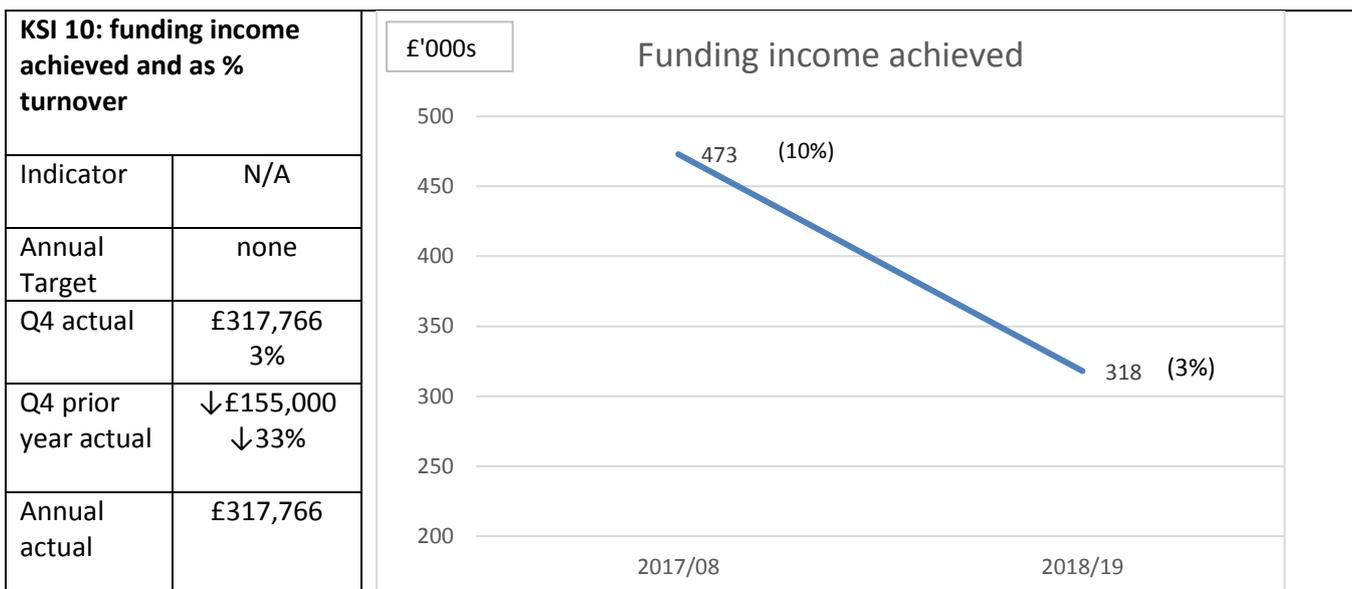
The financial year saw a strong growth in membership income, and increasing income from events. Swimming and pitch hire, whilst showing an improvement from last year are still not hitting budget targets. However, overall target for the year has been achieved.



Why: This measure shows how we are managing staff costs in relation to our income. Income includes grants, reflecting grant funding often involves staff costs. It is an important measure to demonstrate how we are effectively managing our business.

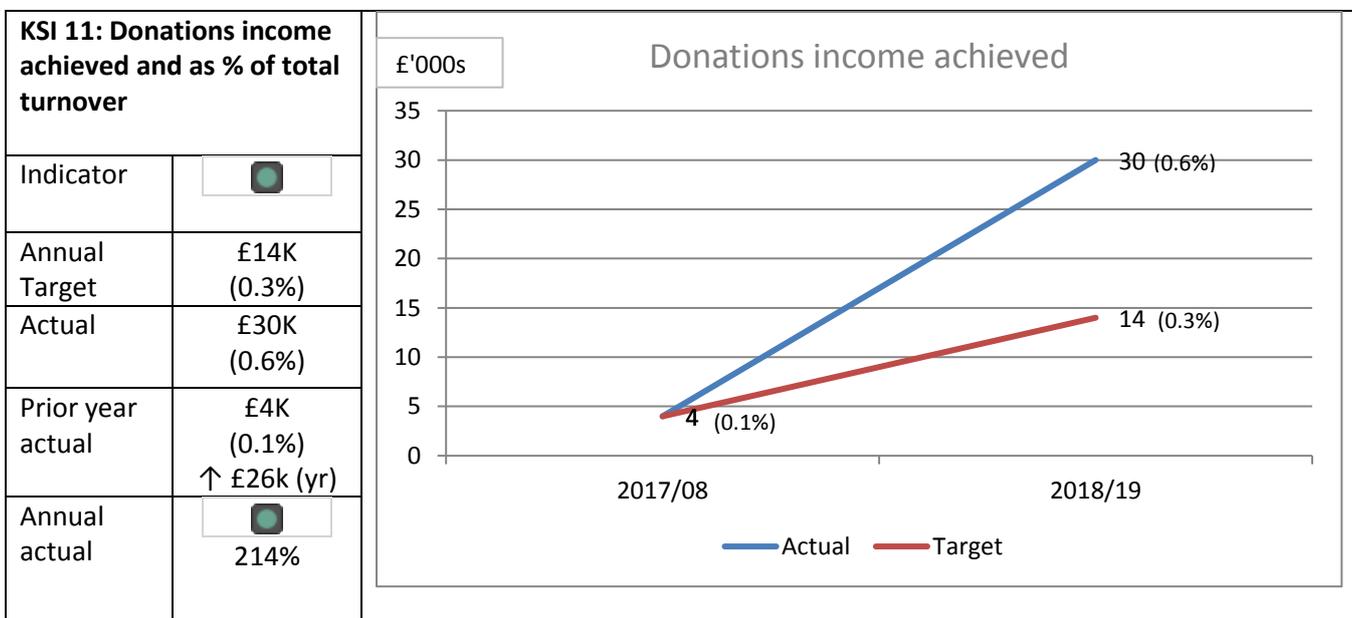
Performance:

Staffing costs for the year have shown an improvement of 6% on target for the year. A favourable budget variance was reported in the accounts, mainly due to vacant posts in libraries and Teviotdale Leisure Centre not being filled.



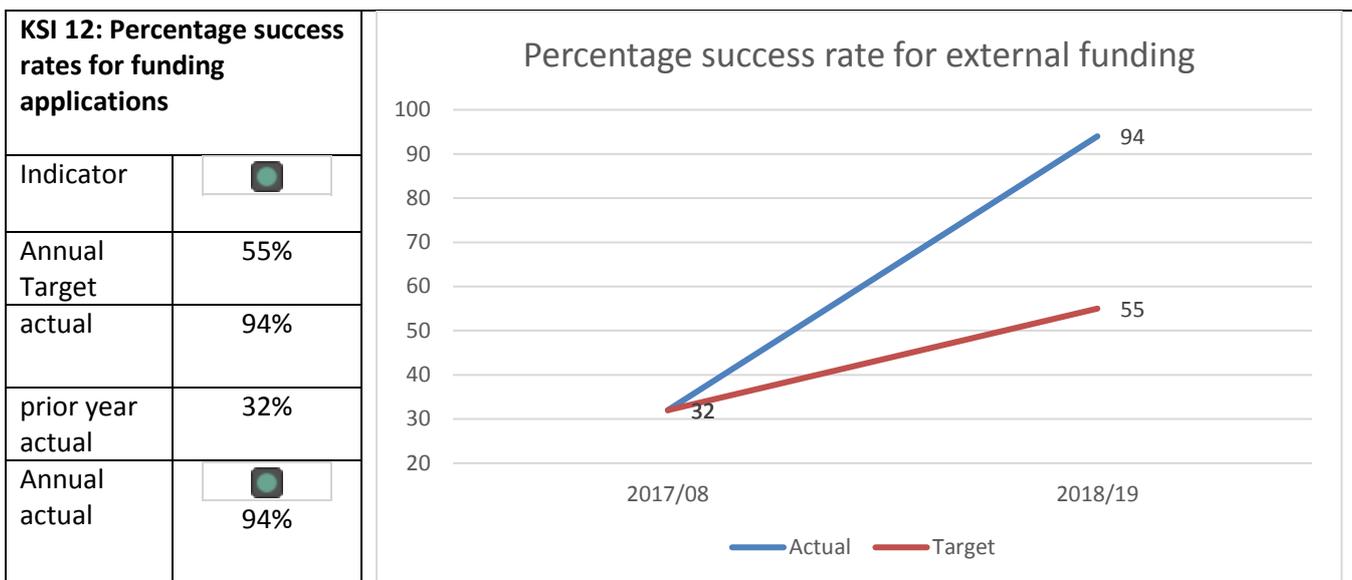
Why: It is an important measure to monitor progress against our strategic goal to develop plural funding streams.

Performance:
Funding will vary year on year depending on the projects targeted. The level of funding achieved is down compared to 2017-18, this is in line with our Funding Plan approach to ensure we apply for funding that supports delivery of our objectives, rather than chase a financial target. Our success rate reported under KSI 12 is much higher.



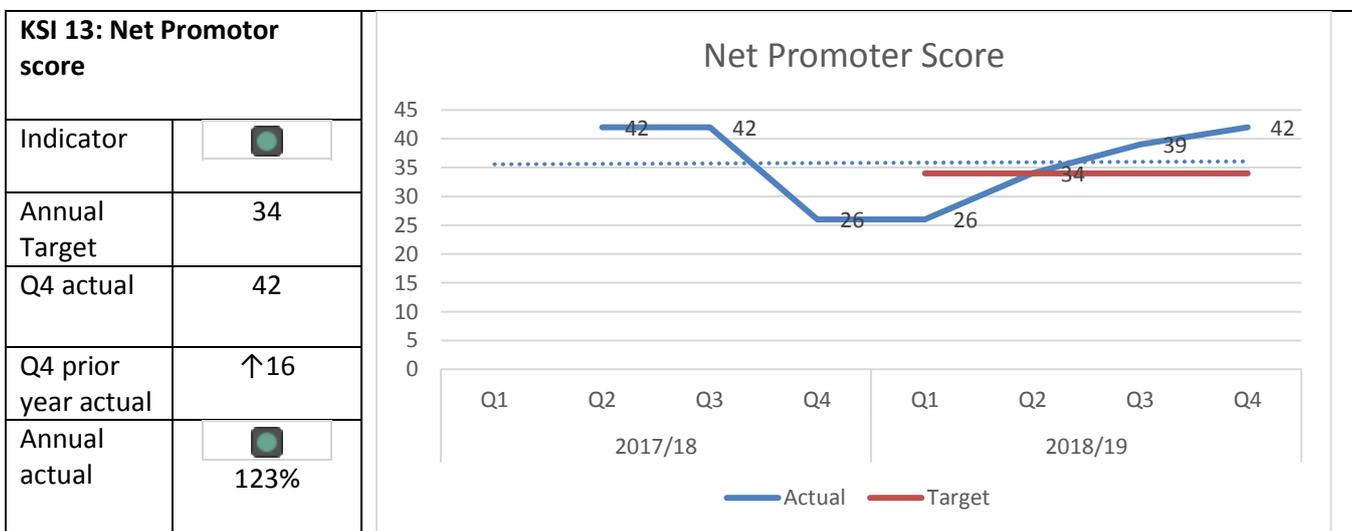
Why: It supports our demonstration of our charitable status and a shift in proactive customer engagement.

Performance:
Strong performance with donations increasing 214% as we continue to promote our charitable status (“every penny you spend with us is reinvested into supporting active, creative and healthy communities in the Scottish Borders”). Museums and Archives donations contributed significantly to exceeding the annual target.



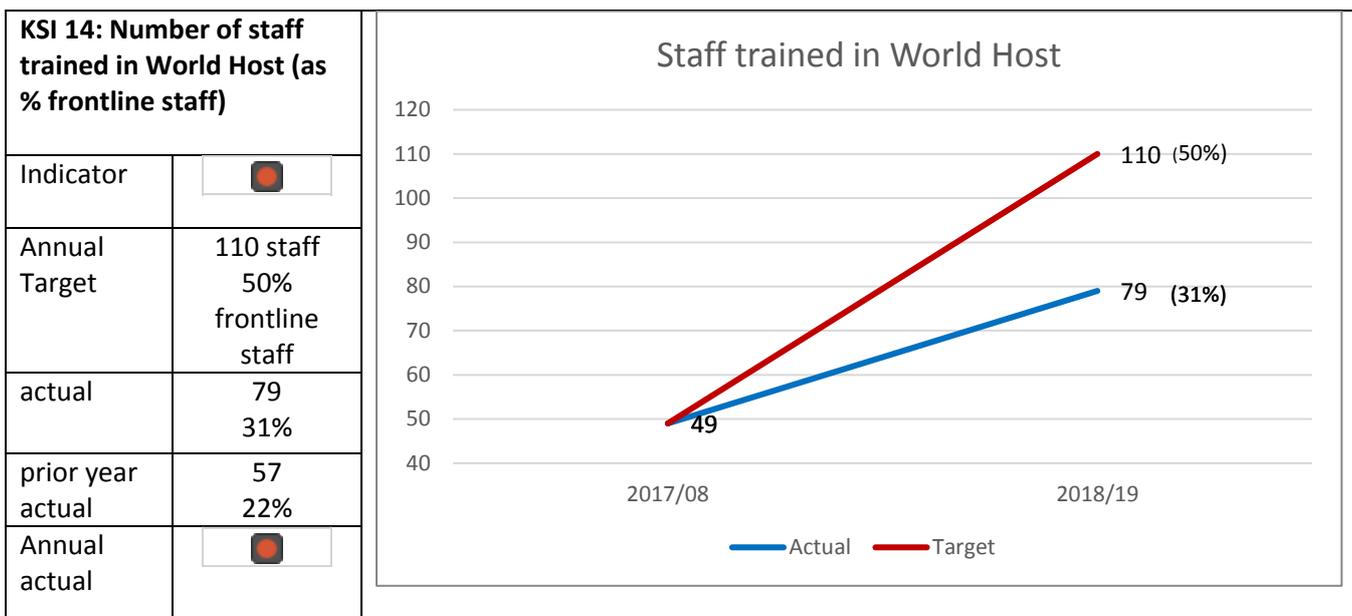
Why: This measure shows the success rate for funding applications as it is important to demonstrate that the applications being submitted meet the objectives and plans of Live Borders. It reflects our desire not to chase funding, but to deliver improved services in support of our strategic goals.

Performance:
 In line with our Funding Plan approach, funding applications were targeted to support delivery of Live Borders objectives. 94% success rate would suggest we have been able to demonstrate the link and our ability to deliver effectively.



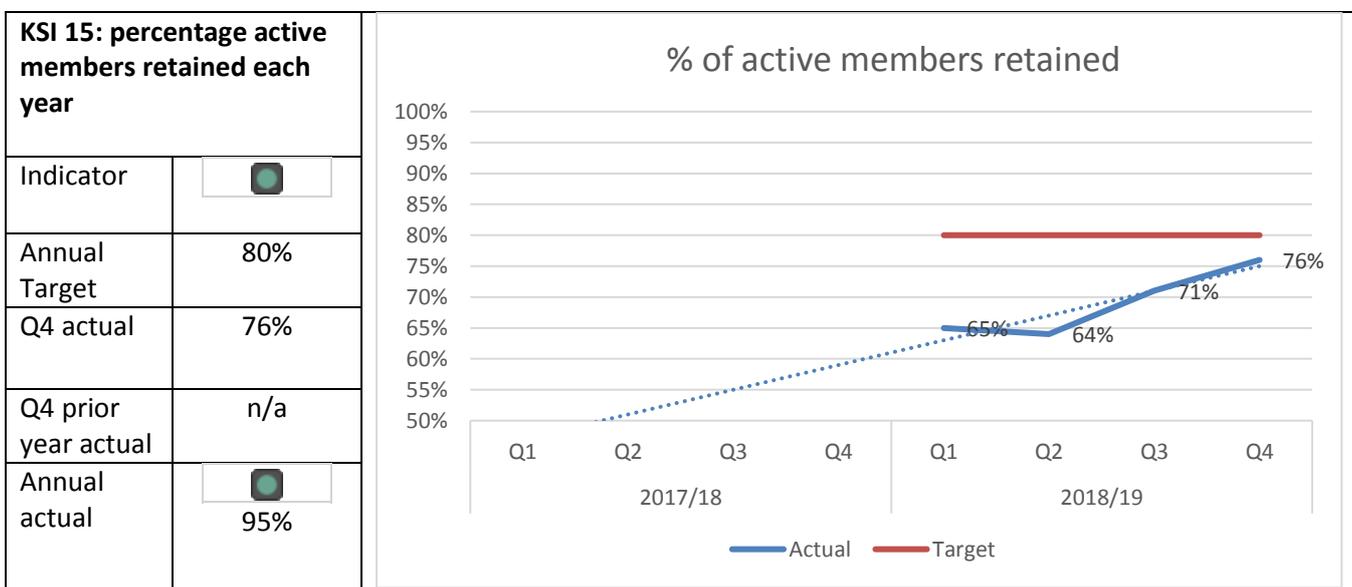
Why: NPS is an indicator that measures the willingness of customers to recommend and is used as a proxy for gauging customers overall satisfaction. Continual improvement to our level of customer service is core to our service delivery.

Performance:
 The upward trend has continued in quarter 4, reflecting the investment in the facilities and customer service training. Between 400 and 500 people are now participating each quarter. Graphs detailing the trends over the year have been circulated to the teams. Action plans created for the teams to celebrate good week and identify the areas for improvement.



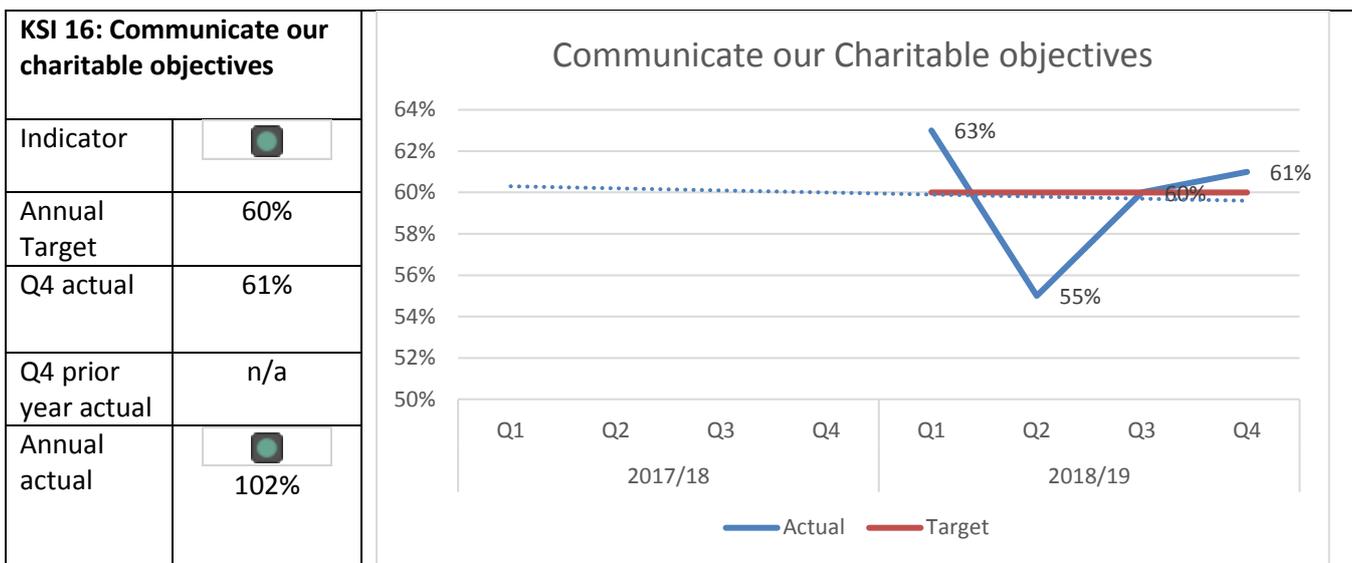
Why: Good customer service will lead to satisfied customers who will be regular users of facilities and services and advocates of the Trust.

Performance:
Target number of courses were not delivered, one session in March 2019, was cancelled due to illness of trainer but delivered in April. Further courses are planned for 2019/20 to meet target.



Why: Measuring retention allows us to understand the effectiveness of our marketing and operational teams retaining customers. This measure is crucial to retaining earned income for longer periods.

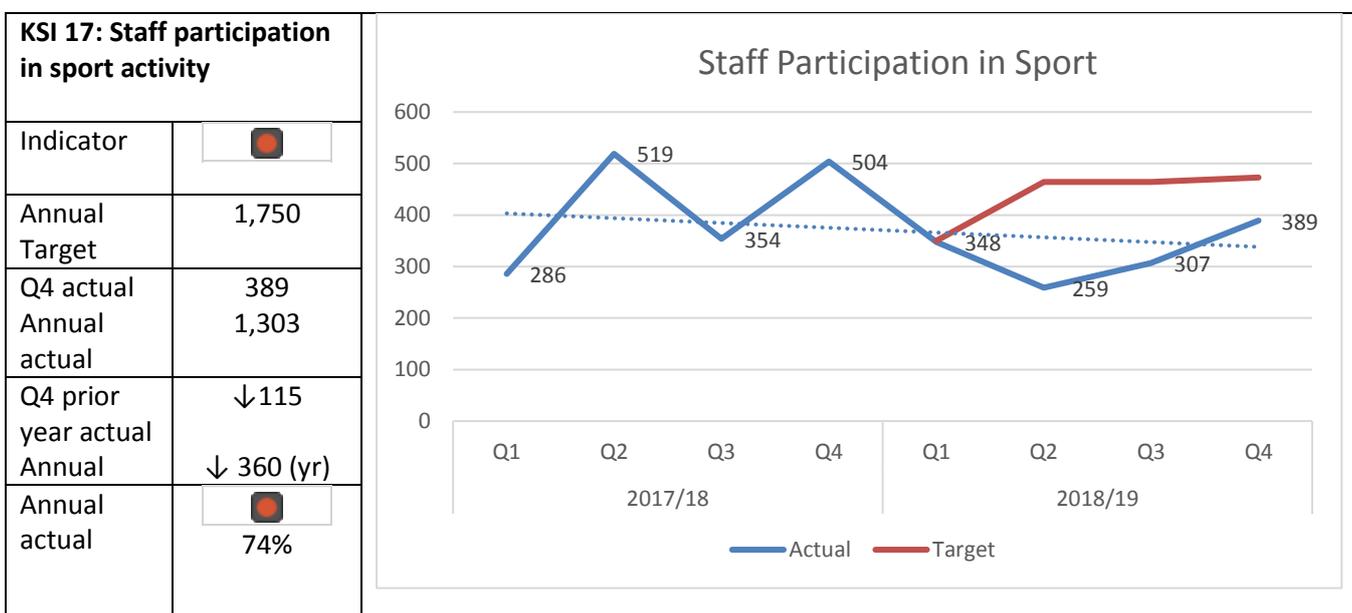
Performance:
5% growth on quarter 3 as we continue to recover from the drop off in members in quarter 1 following the transfer of 'old' memberships to new. Investment in our facilities and staff engagement are contributing to this upward trend.



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:

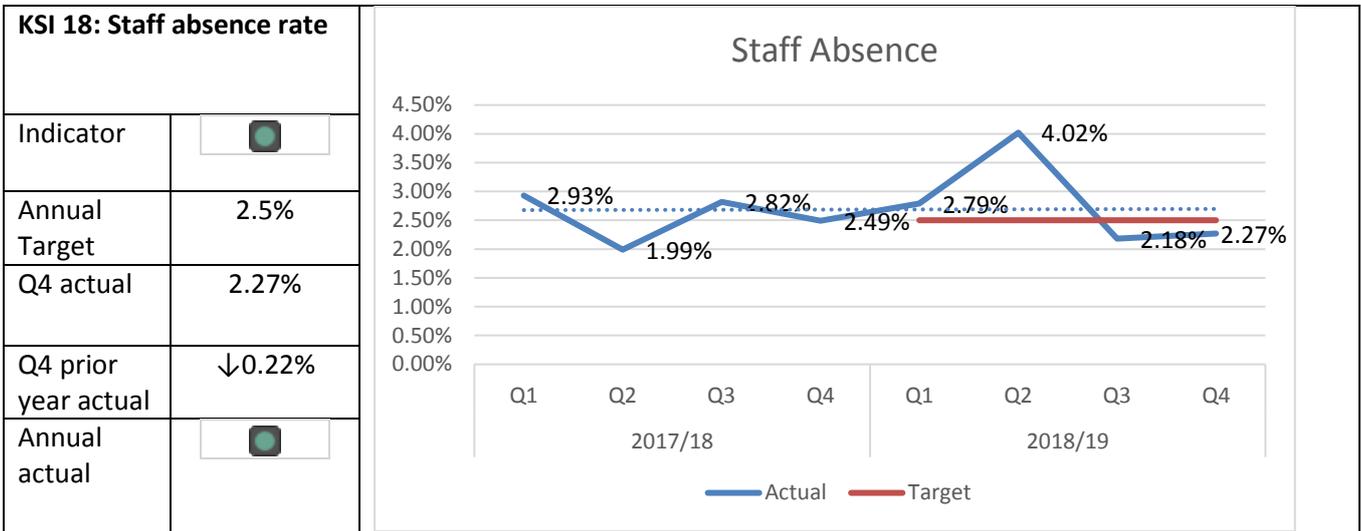
Results are in line with strategic targets with ongoing marketing in place to reinforce the charitable messages in press, email marketing, print and social. Details by service have been shared, identifying the areas which are below the average/ strategic target.



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:

We have communicated with staff in facilities to remind them to swipe staff cards when using our venues as this is not the practice. Staff were actively encouraged to engage in the Step Count Challenge and 60 Day Challenge, which both took place in quarter 4 (although not reflected in these figures). A tactics plan has been developed to reinforce to staff about the benefits of activity and their free membership. As agreed in February 2019 this indicator will be removed from 2019/20.



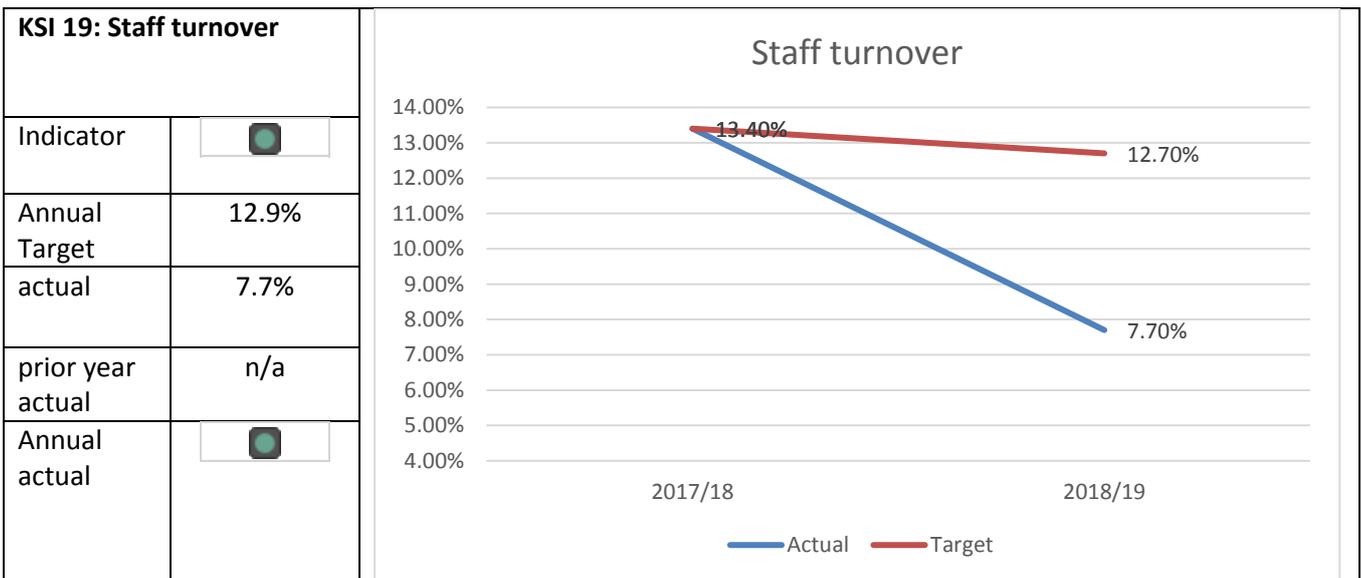
Why: This measure allows us to review frequency, types of absence or patterns to help better inform our people management strategies

Performance:

A positive performance as we continue to manage staff absences proactively making best use of occupational health to guide and support individuals to successfully return to work.

Long term 1.44%

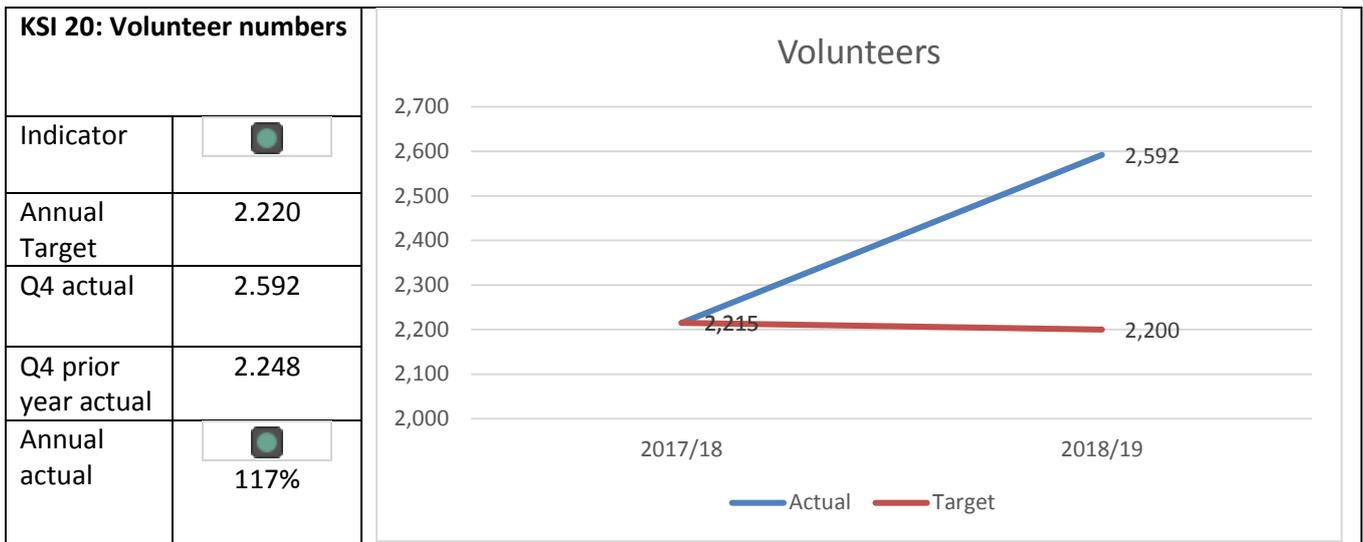
Short term 0.94%



Why: This measure allows us to review patterns of staff turnover to help better inform our people management strategies

Performance:

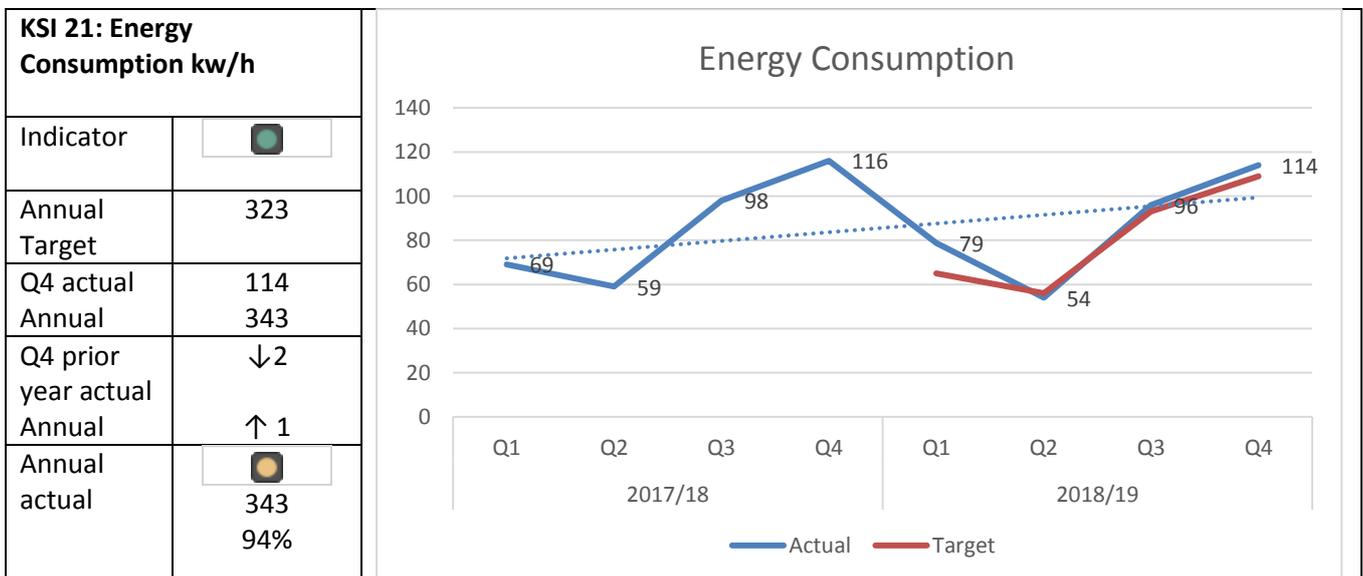
Our staff turnover remains low at 7.7%; this is below our target of 12.9%. This is positive as every organisation would like a degree of turnover; reducing turnover allows us to reduce cost. It is also a positive indicator for the impact of job evaluation and harmonisation as the figure remains low, when it may have been expected to spike in the last quarter.



Why: This measure gives an indication of how engaged our communities are in our events and programmes through active volunteering.

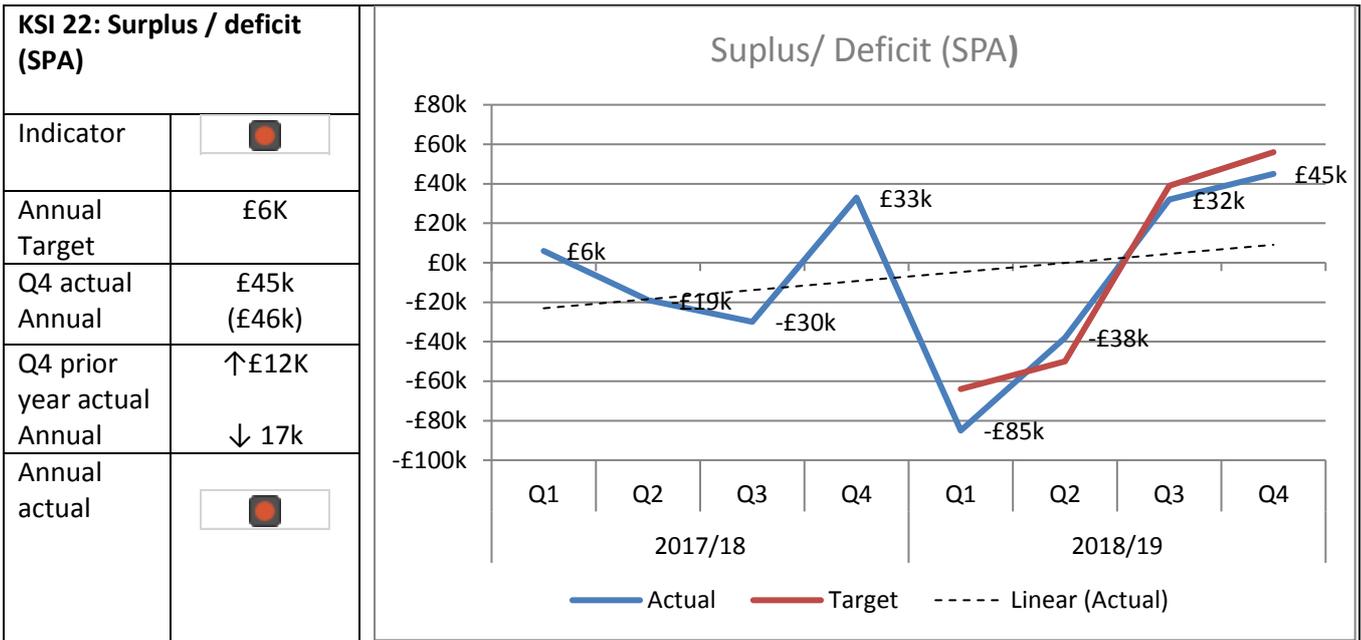
Performance:

Strong performance of Active Schools and community sports clubs across the year. Active Schools volunteers up 8% on previous year. Small growth in sports clubs coaches and officials, many of whom have been supported through Live Borders coach scholarship scheme. Further work required in culture/libraries to develop co-ordinated approach to volunteer recruitment; give staff confidence in teams to support volunteers and also to engage with youth groups who are seeking placements.



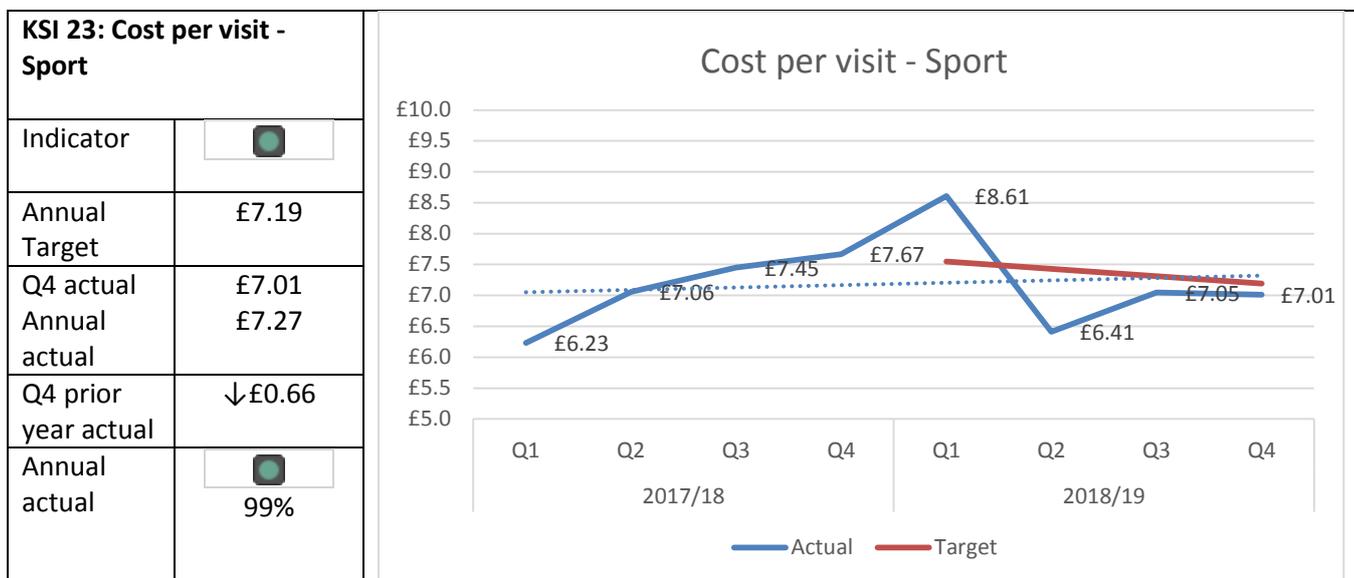
Why: Running especially pool facilities, uses a huge amount of energy and will account for significant amount of Trust's expenditure (10%). Taking steps to reduce energy consumption means that the Trust has money to invest elsewhere.

Performance: Performance has again tracked behind target in quarter 4 although was again stronger than prior year. Target for full year has not been achieved and consumption has also tracked slightly behind prior year overall (largely due to high consumption in quarter 1). An organisation wide focus on energy consumption is required to ensure greater control of energy usage to ensure unnecessary usage of energy is minimised. As part of this focus, internal energy monitoring systems put in place which will enhance the organisation's ability to manage energy usage more effectively. The first meeting of the Green Team is also scheduled to take place in quarter 1 and this will drive more sustainable behaviour in all areas of the business.



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

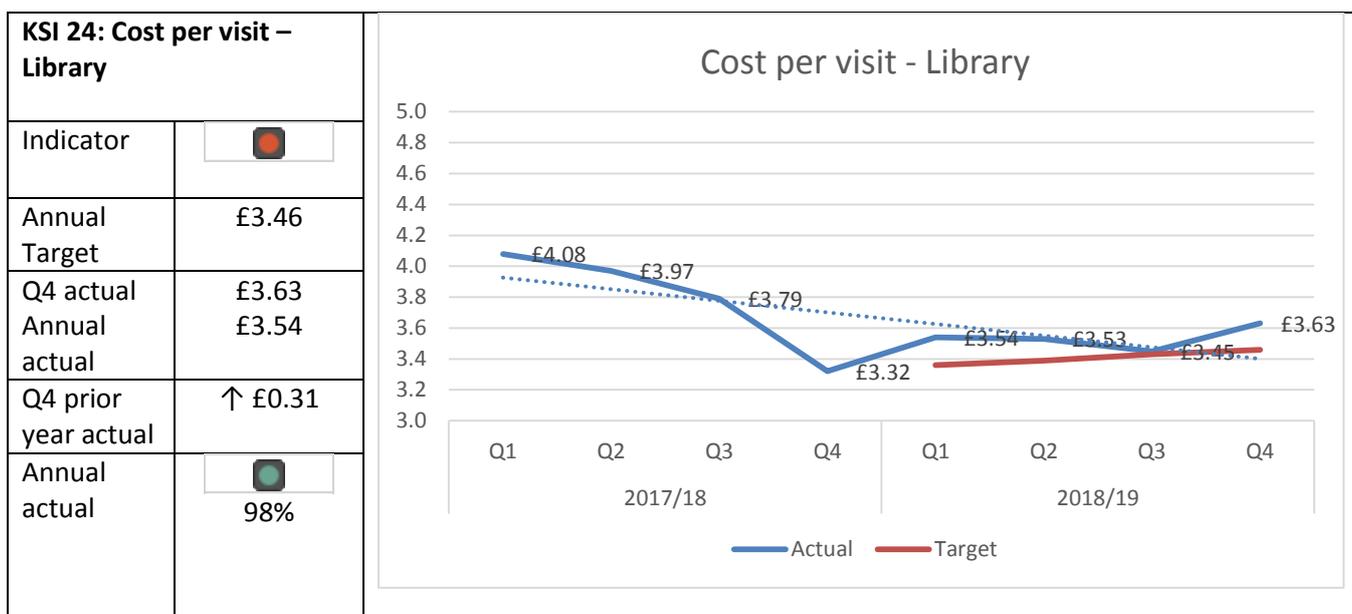
Performance: Income and expenditure behind budget for the quarter, with staffing underspend. Overspend for the full year for services supported by the SPA.



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: Although overheads were higher than expected in sports sites largely due to overspends in utilities, cost per visits are down from quarter 3 and 66p down on prior year as we continue to focus on driving participation and efficiencies across the centres.

Quarter 4		SPORT				
		2017/18		2018/19		Growth %
Subsidy/Visit	$([-F]+[H])/[A]$	£3.16		£2.88		9
Income/Visit	$([B])/[A]$	£4.41		£4.13		-6
Cost/Visit	$([D])/[A]$	£7.57		£7.01		7
Staff Cost/Visit	$([C])/[A]$	£4.44		£4.08		8
Visits/000	$([A])/[G]$	6.85		7.67		12
Rate of Return	$([B])/[D]$	59.32		60.11		1
Admissions	Quarter 1	205,432	26	210,233	24	2
	Quarter 2	205,130	26	222,058	25	8
	Quarter 3	174,185	22	208,087	24	19
	Quarter 4	194,957	25	232,734	27	19
Total Admissions	[A]	779,704	100	873,112	100	12
Pool Activities		302,885	39	353,998	41	17
Other Activities (Non Swim)		476,819	61	519,114	59	9
		779,704	100	873,112	100	12
	Swim Borders DD	2,984		2,891		-3
	Membership	3,233		3,533		9
Income	[B]	£3,437,682		£3,606,005		5
	Cost of Sales	£126,017	4	£199,726	6	
	Staffing [C]	£3,458,674	101	£3,558,793	99	
	Expenses	£2,210,451		£2,240,907		
Expenditure	[D]	£5,795,142		£5,999,426		-4
Operating Loss	[E]	(£2,357,460)		(£2,393,421)		-2

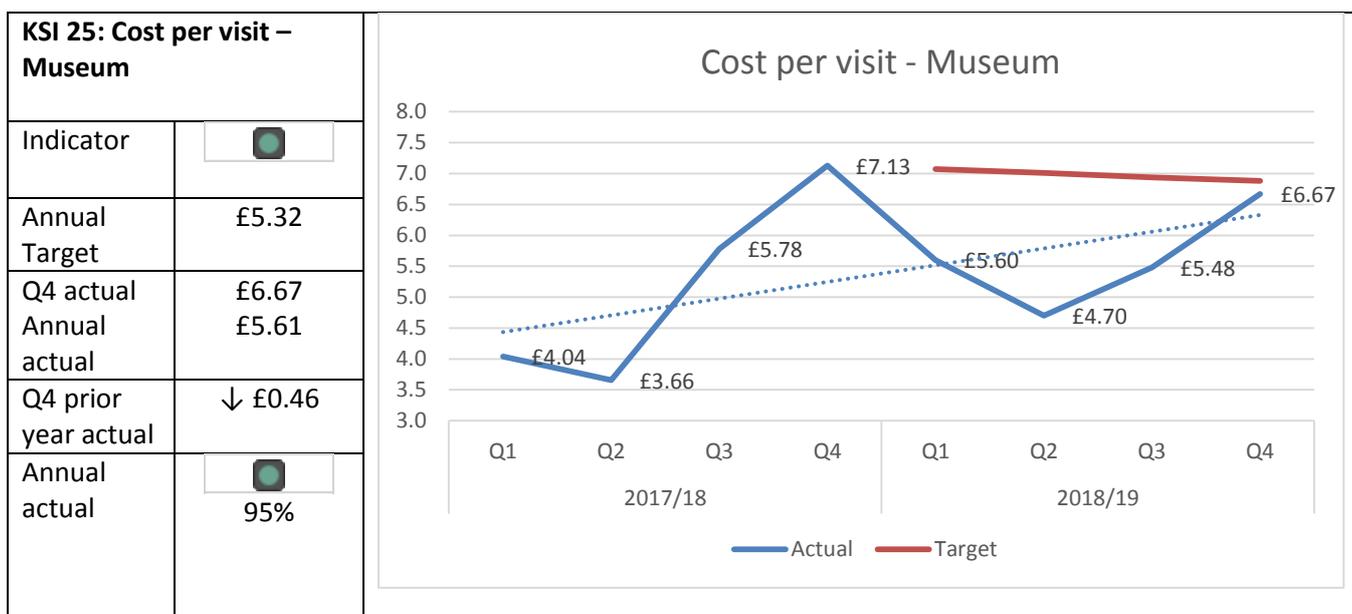


Why: Nationally reported comparable indicator and provides year on year trend for analysis and shows how we are managing costs in relation to participant visits.

Performance:

The number of visits to libraries were higher this quarter (8.5% from quarter 3), however, overheads and running costs were up which has increased the cost per visit figure this quarter.

		Libraries			
		2017/18		2018/19	Growth %
Subsidy/Visit	[(F)+[H]/[A)]	£3.20		£3.46	
Income/Visit	[(B)/[A)]	£0.12		£0.17	
Cost/Visit	[(D)/[A)]	£3.32		£3.63	
Staff Cost/Visit	[(C)/[A)]	£2.31		£2.27	
Visits/000	[(A)/[G)]	2.73		2.57	
Rate of Return	[(B)/[D)]	3.70		4.71	
Energy Consumption m2 (KWH)					
Admissions			R%		R% Growth %
	Quarter 1	76,426		72,979	
	Quarter 2	77,957		75,858	
	Quarter 3	79,393		68,818	
	Quarter 4	76,740		74,684	
Total Admissions	[A]	310,516		292,339	
Income	[B]	£38,119		£49,950	
					%Income
	Cost of Sales	£255			
	Staffing [C]	£716,349		£664,620	
	Expenses	£313,882		£395,787	
Expenditure	[D]	£1,030,486		£1,060,407	
Operating Loss	[E]	(£992,367)		(£1,010,457)	



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 small reduction from prior year quarter 4 mainly through reduction in staffing costs.

		MUSEUMS			
		2017/18		2018/19	Growth %
Subsidy/Visit	$[(F)+[H])/[A]]$	£5.83		£4.87	
Income/Visit	$[(B)/[A]]$	£1.31		£1.80	
Cost/Visit	$[(D)/[A]]$	£7.13		£6.67	
Staff Cost/Visit	$[(C)/[A]]$	£5.09		£4.46	
Visits/000	$[(A)/[G]]$	1.20		1.12	
Rate of Return	$[(B)/[D]]$	18.31		26.93	
Energy Consumption m2 (KWH)					
Admissions			R%		R%
	Quarter 1	49,733		43,514	
	Quarter 2	60,168		55,932	
	Quarter 3	17,983		20,263	
	Quarter 4	8,245		7,363	
Total Admissions	[A]	136,129		127,072	
Income	[B]	£177,780		£228,148	
					%Income
	Cost of Sales	£30,172		£11,935	
	Staffing [C]	£693,156		£566,831	
	Expenses	£247,620		£268,437	
Expenditure	[D]	£970,948		£847,203	
Operating Loss	[E]	(£793,168)		(£619,055)	

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

Expand our participation/Grow Earned income through new activity – Pop Up Play



In January 2019 we launched a new range of products in an attempt to increase participation, grow our earned income and offer inclusive activities in locations where we had been inactive before. In the last 3 months around **850** children have attended these sessions.

Nerforce: Where participants all had plastic nerf guns firing foam pellets, (wore protective eye glasses) and engaged in various fun combat battle games, including “capture the flag” and “last person standing”. The venues are dressed with cargo netting, barricades, tents and other obstacles and hiding points.

Pop up inflatables: We took various inflatables to alternative venues and created sessions which were fun for a range of different age groups.

Neon Sports: participants painted their faces (and arms and legs and hair) with neon crayons and then participated in a range of sports and games, whilst in blackout conditions but under special UV lights. Activities included dodgeball, badminton, relay races, basketball, roller skating, football, frisbee and hockey.



Rollerblading in the community: previously this only ever happened at Gytes or Queens, so we invested in some new skates and rolled this out to some of our public halls.

Expand levels of participation through new Big Screen Sporting Events



New programme development at Heart of Hawick included a trial of Live Sport on the cinema screen; the Six Nations Rugby was the first to be shown in February and March.

This free ticket event was family friendly. Booking was 51% capacity on ticketing.

Feedback: “Fantastic to watch the rugby on the big screen”; “will be back to watch the other matches”; “brilliant venue”; “fantastic atmosphere”.

Each match had a buzz and the atmosphere was amazing, the last match Scotland v England had people jumping out of their seats and a lot of friendly banter was had between supporters of both teams.

Heart of Hawick will continue to promote Live Sports on the big screen with the Women’s Football World Cup in June and the Rugby World Cup in September. Heart of Hawick will build on the success of these events with a ‘Rugby Gold’ event in September.

Nurture Our People through Live My Future project

The aim of **Live My Future** is to take up to 10 young people (aged 16 to 26) who are not currently in education, employment or further training through a tailored 14 week programme to upskill them and prepare them to step into employment or further education. £8.5K Year of Young People funding was secured to deliver the programme.



The first four weeks focus on the Sports Leadership course, which culminates in delivering actual sessions. Through written and practical work the young people develop their leadership skills, deliver 3 types of session, carry out risk assessments and run an event.

The young people attend the Safeguarding and protecting children course and undertake a first aid qualification. Their personal development is enhanced as they build up transferrable skills such as communication and time management and working under their own initiative.

The final 8 week block allows the young person to choose 1 of 4 routes in either coaching, operations, catering/events or creative. Further qualifications may be gained during this placement such as NPQL (lifeguarding).

EXPERIENCE

PARTICIPATION

COLLABORATION

EXPERIENCE

PARTICIPATION

COLLABORATION