Appendix 1: Detail of Performance Indicators and trends

Ref	Key Strategic Indicator	Quarterly Gauge	Trend Q4 Q3	Annual Actual
	EXPAND LEVELS OF PARTICIPATION			
KSI 1A	Sports participation	red	▼	amber
KSI 1B	Culture visits	red	▼	amber
KSI 2	Sport Active Membership (One Club)	green	▲	green
KSI 3	Learn 2 Swim Membership	amber	▲	amber
KSI 4	Other sport/active membership	red	▶	red
KSI 5	Library Membership	green	▲	green
KSI 6	Health Referrals	green	▼	green
	GROW OUR EARNED INCOME			
KSI 8	Earned income as percentage of total turnover	green	▼	green
KSI 9	Staff costs as percentage of total income less management fee	green	▼	green
	DEVELOP PLURAL FUNDING STREAMS			
KSI 10	Funding income achieved and as percentage of total turnover	Annual	▼	N/A
KSI 11	Donations income achieved and as percentage of total turnover	Annual	▲	green
KSI 12	Percentage success rate for external funding applications	Annual		Not available
	BUILD ON OUR REPUTATION FOR GREAT CUSTOMER SERVICE			
KSI 13	Net Promoter Score	green	▲	green
KSI 14	Number of staff trained in World Host (as percentage of front line staff)	Annual	▲	amber
KSI 15	Percentage of active members retained each year	green	▲	green
	CREATE A SUSTAINABLE CHARITY			
KSI 16	KSI11: Communicating our charitable objectives	green	▲	green
	NURTURE OUR STAFF TO BE PROUD OF WHAT THEY DO			
KSI 18	Staff absence rate	red	▼	red
KSI 19	Staff turnover	Annual		green
KSI 20	Volunteer numbers	Annual		Not available
	FINANCIAL			
KSI 21A	Energy consumption by square meter (KW/sqm)	green	▲	green
KSI 21B	Carbon Management tCO$_2$e	Annual		Not available
KSI 22	Surplus/deficit (Service Provision Agreement)	red	▼	red
KSI 23	Cost per attendance – Sport (plus other key ratios)	green	▲	green
KSI 24	Cost per attendance – Library (plus other key ratios)	green	▲	green
KSI 25	Cost per attendance – Museum (plus other key ratios)	green	▲	green

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

Annual	
green	Within 5%
amber	Within 15%
red	Significant underachievement

Trend	▶ Static	▲ Positive	▼ Negative

KSI 1A: Sport participation	
Indicator	🔴
Annual Target	1,427,769
Q4 actual Annual Actual	308,709 1,261,559
Q4 prior year actual	↓57,719 (Q) ↓27,824 (Yr)
Annual actual	🟠 88%

Sports Participation chart (2018/19 and 2019/20, Q1–Q4). Actual values shown: 292,170; 260,054; 370,659; 366,500; 311,249; 265,951; 308,709. Target values shown: 375,650. Actual (blue) and Target (red).
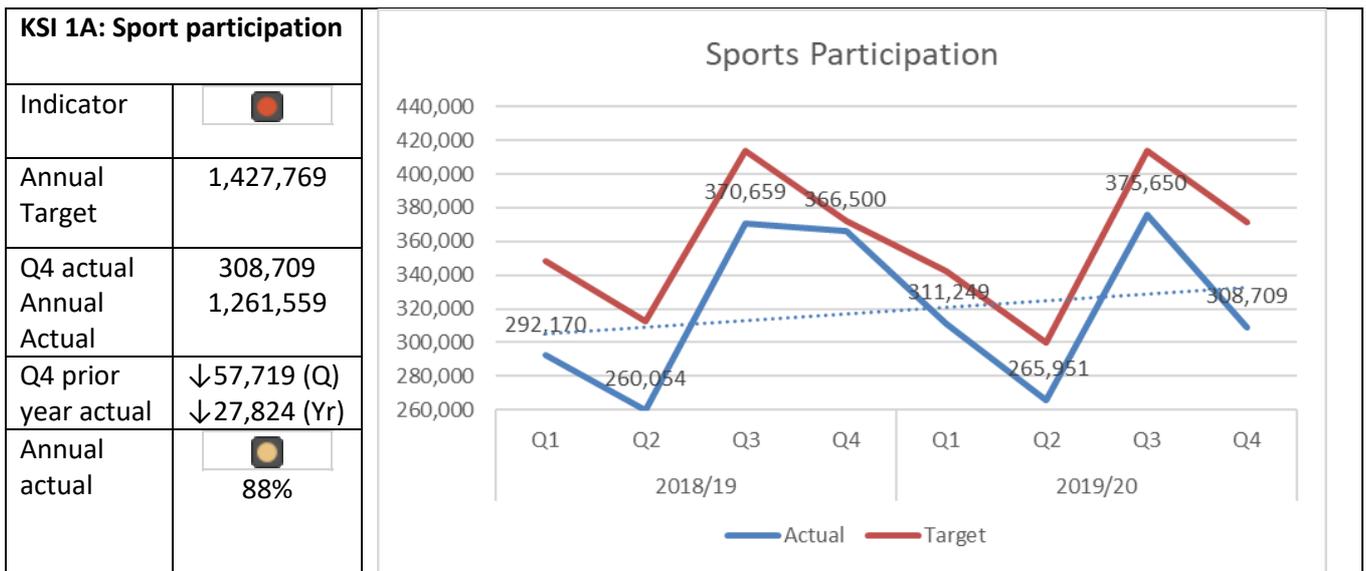
Why: This measure captures the participation numbers engaged in sport and physical activity and demonstrates the reach of the Trust. Participation is not only important to the economic viability of the Trust but it also demonstrates we are contributing to improving health and wellbeing of the Borders population. Quarters 1, 3 and 4 include ASMO (active schools participation data).

Performance:
Membership activity for March, calculated at 70% for the month. General transactions for sport down by 50% across the Board in March. ASMO had a poor performance, again impacted by coronavirus.
Without the reduction in March participation, it is anticipated that we would have achieved 98% of our target for the year.

KSI 1B: Culture Participation	
Indicator	🔴
Annual Target	494,868
Q4 actual Annual actual	81,493 448,317
Q4 prior year actual	↓4,511 (Q) ↑11,674 (Yr)
Annual actual	🟠 91%

Culture Participation chart (2018/19 and 2019/20, Q1–Q4). Values shown: 120,489; 136,055; 94,095; 86,004; 120,744; 144,239; 101,841; 81,493. Actual (blue) and Target (red).
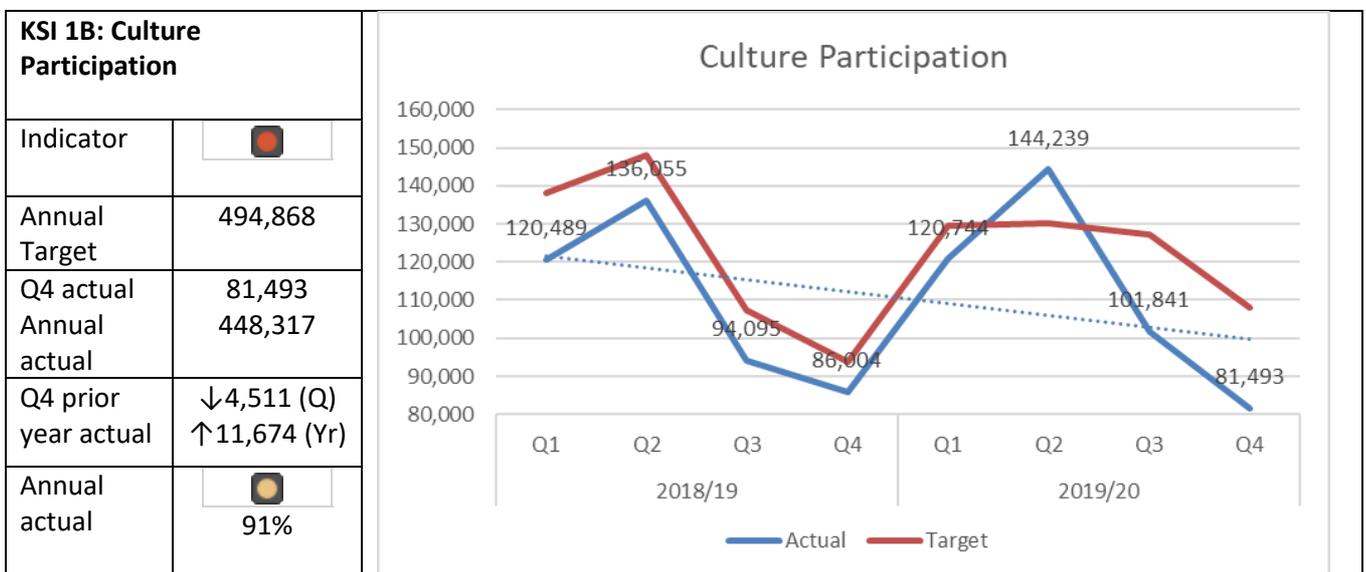
Why: This measure captures the participation numbers engaged in cultural activity and demonstrates the reach of the Trust. Participation is not only important to the economic viability of the Trust but it also important to improving health and wellbeing of the Borders population. 9 of our 12 museums close in October/ November and re-open in March /April.

Performance:
Quarter 4 attendance down slightly on prior year. Targets for library and museum and galleries figures not achieved for the year, however, overall attendance increased by 11,674.
Had quarter 4 attendance been as last year we would have achieved 92% of the annual target.

KSI 2: Sports Active Membership	
Indicator	🟢
Annual Target	3,363
Q4 actual	3,320
Q4 prior year actual	↓24
Annual actual	🟢 99%

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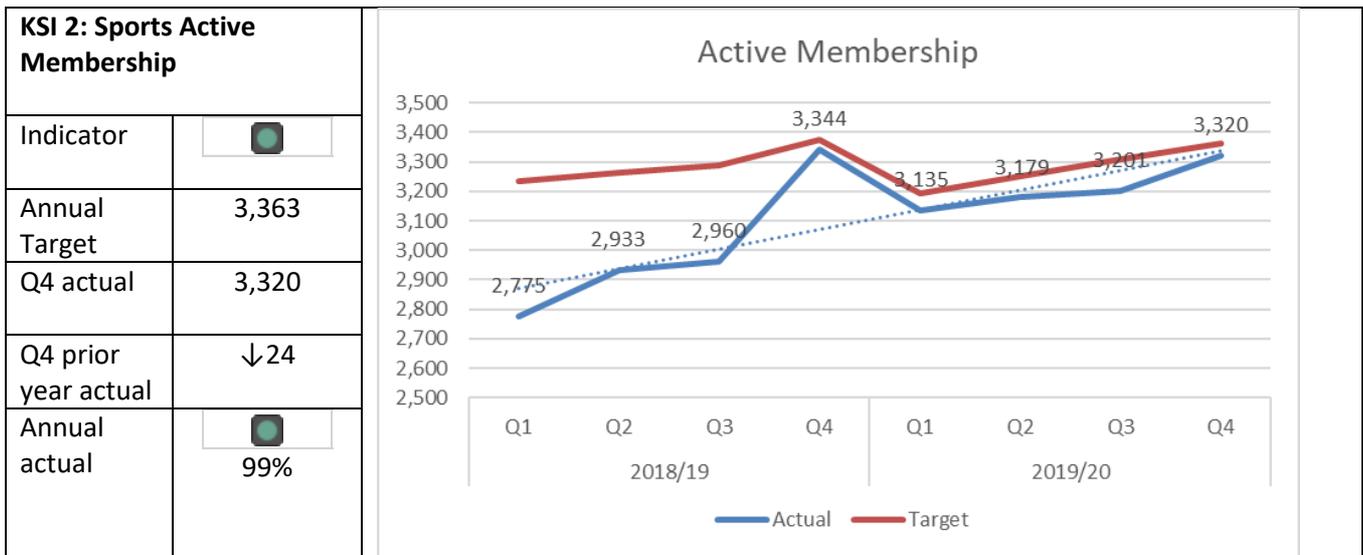
Why: This measure captures the number of distinct users who pay for our gym, swim and fitness membership. Payments are through direct debit, a scheme that provides the Trust with a regular, stable source of income and encourages users to become more active more often.
Member attendance is included in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

Performance:
Member subscriptions for February 2020 has been used, as all memberships were suspended in March. Only 24 members short of the target and our highest ever levels.

KSI 3: Learn 2 Membership	
Indicator	🟠
Annual Target	3,096
Q4 actual	2,787
Q4 prior year actual	↓104
Annual actual	🟠 90%

Learn2
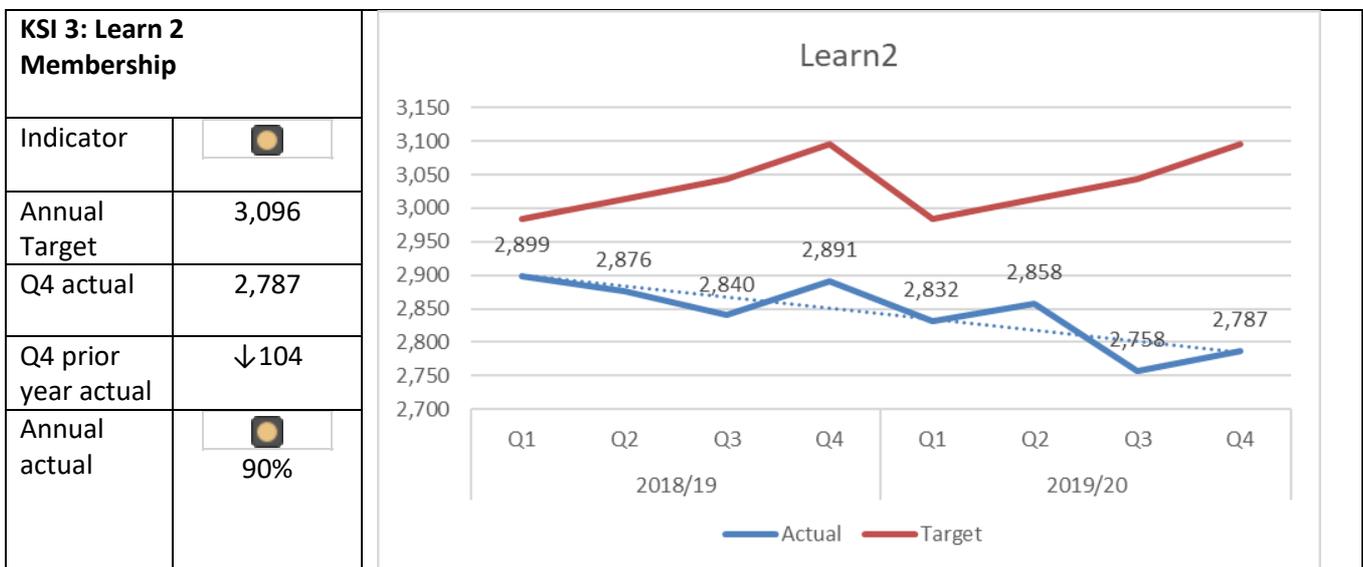
Why: This measure captures the number of distinct users who pay for our swim tuition. Their attendance is included in the participation numbers above. Payments are through direct debit, a scheme that provides the Trust with a regular, stable source of income and encourages children to become more active more often and stay safe around water.

Performance:
Members for February 2020 has been used, as all memberships were suspended in March. Good to see an increase in membership reflecting the proactive work done to reverse the previously declining trend.

KSI 4: Other sport / active membership	
Indicator	🔴
Annual Target	865
Q4 actual	518
Q4 prior year actual	↓221
Annual actual	🔴 60%

Other Active Membership

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 advanced player development supports players through a performance pathway.

Performance:
Member subscriptions for February 2020 have been used, as all memberships were suspended in March. The ambitious target for play has been adversely impacted by the additional Government free childcare hours.

KSI 5: Library Membership (active users)	
Indicator	🟢
Annual Target	15,398
Q4 actual	15,593
Q4 prior year actual	↑1,019
Annual actual	🟢 101%

Library Membership

Why: This measure captures the number of distinct users who user 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:
Positive increase in membership allowing us to exceed target in quarter 4, our highest quarterly total over the last 2 years.

KSI 6: Health Referrals	
Indicator	🟢
Annual Target	650
Q4 actual	184
Annual actual	727
Q4 prior year actual	↑26 ↑125
Annual actual	🟢 112%

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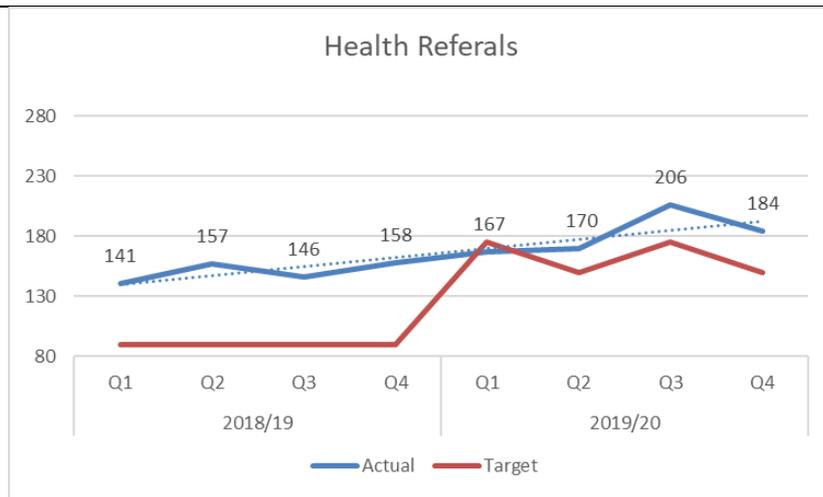
Why: Early intervention advice and medical referrals are increasingly taking the form of exercise and social prescribing. The number of referral demonstrates our active engagement and ability to influence key partners (NHS) and funders in an area of growing demand.

Performance:
Referral numbers continue to be strong and perform ahead of target.

KSI 8: Earned income as percentage of turnover	
Indicator	🟢
Annual Target	48%
Q4 actual	47%
Q4 prior year actual	↔
Annual actual	🟢 98%

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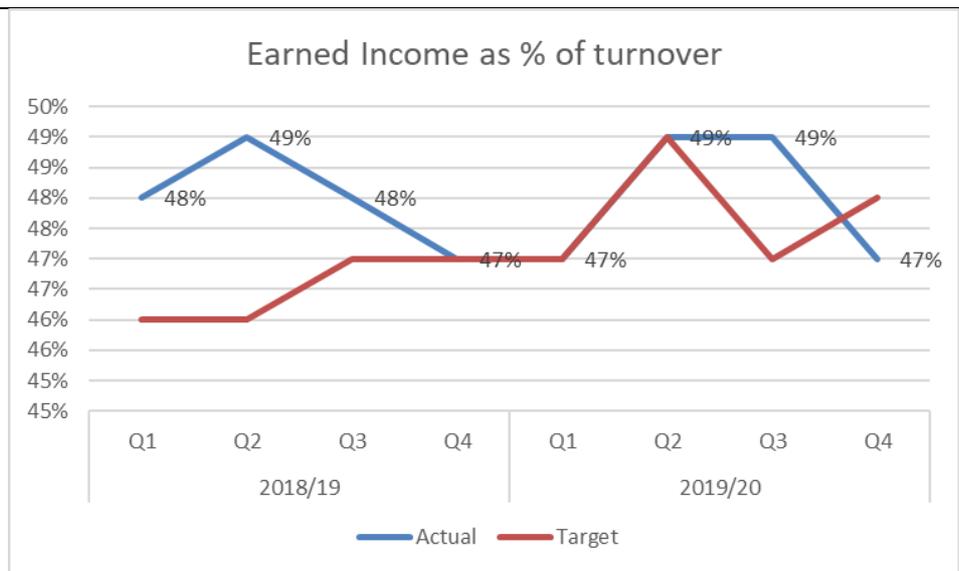
Why: This measure shows our reliance on income we generate rather than grant or management fee. It is important measure to our strategic goal of growing our earned income.

Performance:
Performance broadly in line with budget, until the impact of Coronavirus in March 2020.

KSI 9: Staff costs as percentage of total income (less management fee)	
Indicator	🟢
Annual Target	133%
Q4 actual	130%
Q4 prior year actual	↓ 5%
Annual actual	🟢

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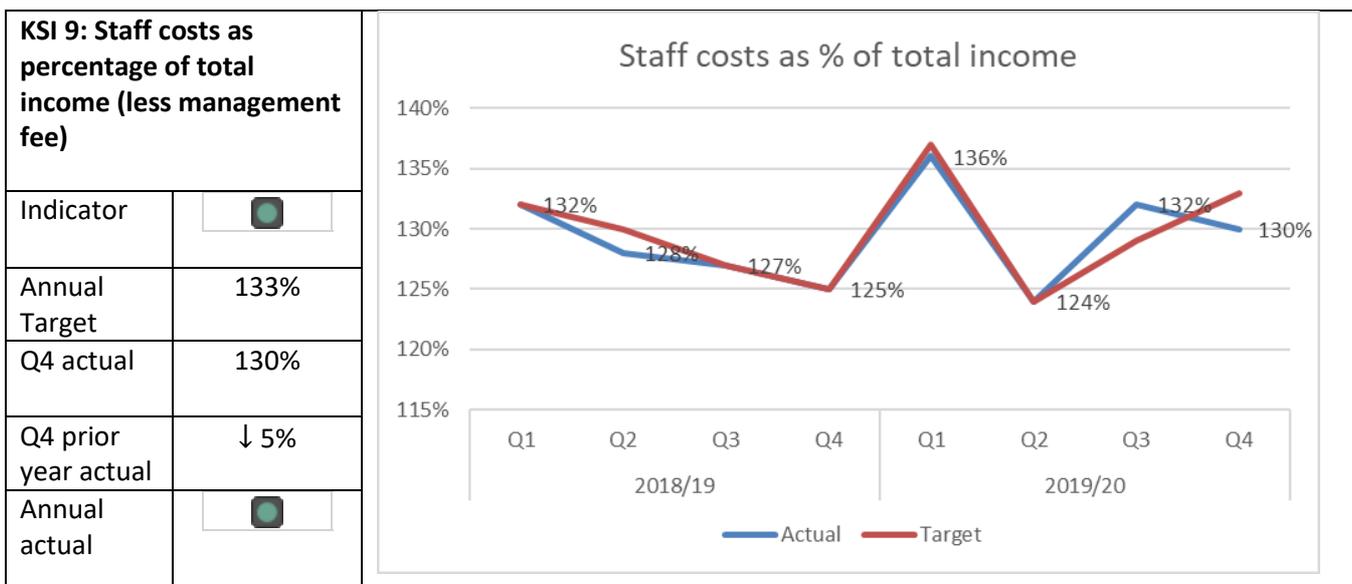
Why: This measure shows how we are managing staff costs in relation to our income. Income includes grants, reflecting grant funding often involved staff costs. It is an important measure to demonstrate how we are effectively managing our business.

Performance:
An improved performance in quarter 4 as we continue to drive the management of staff costs.

KSI 10: Funding income achieved	
Indicator	N/A
Annual	None
Annual actual	£258k 2%
Annual actual	↓ £60k
Annual actual	N/A

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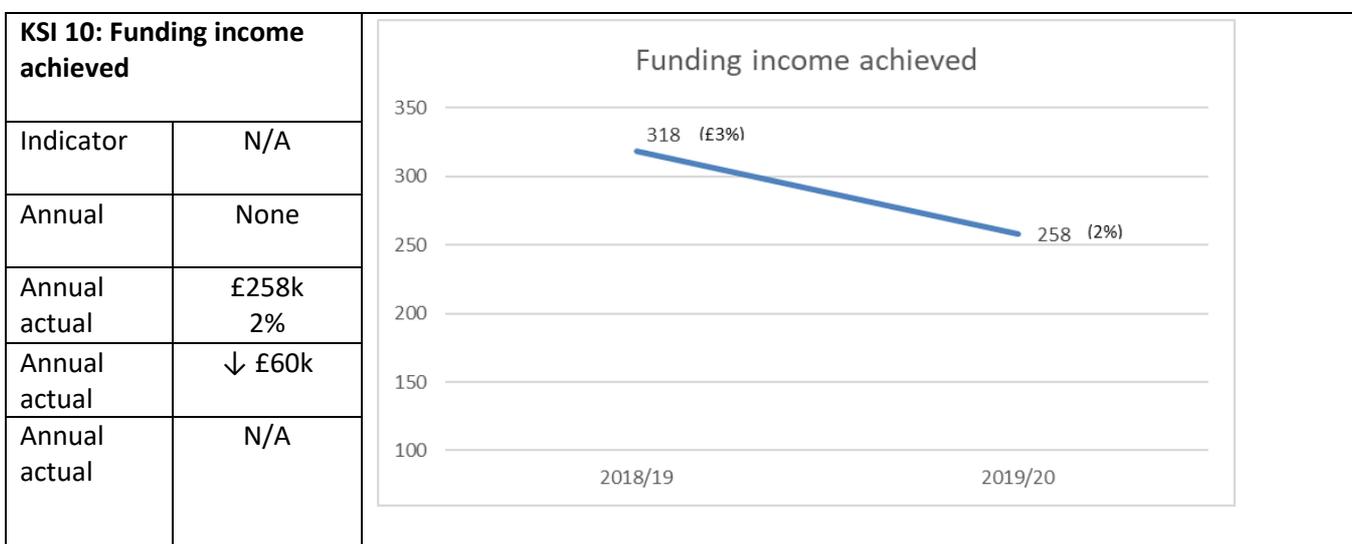
Why: It is an important measure to monitor progress against our strategic goal to develop plural funding streams.

Performance:
Funding will vary year on year depending on the projects targeted. Our Funding Plan approach to ensure we apply for funding that supports delivery of our objectives, rather than chase a financial target.

KSI 11: Donations as a percentage of total turnover	
Indicator	⬛
Annual Target	£35k (0.7%)
Annual actual	£44k (1%)
Prior year actual	↑£14k
Annual actual	⬛ 125%

Donations income achieved

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

Performance:
Strong donations performance, particularly in our museums service.

KSI 13: Net Promotor score	
Indicator	⬛
Annual Target	50
Q4 actual	49
Q4 prior year actual	↑7
Annual actual	⬛ 98%

Net promotor Score

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

Performance:
Another strong performance as we fall just short of our ambitious target for the year. Industry average is 36.

KSI 14: World host	
Indicator	🟠
Annual Target	145 staff 57% front line
Annual actual	131 52%
Q4 prior year actual	↑ 52 / 5%
Annual actual	🟠 91%

Frontline staff trained in World Host

(Line chart showing Actual rising from 31% in 2018/19 to 52% in 2019/20, Target rising from ~50% to ~57%)

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

Performance:
A further 52 staff trained during the year, falling short of the target set.

KSI 15: percentage active members retained each year	
Indicator	🟢
Annual Target	80%
Q4 actual	79%
Q4 prior year actual	↑3%
Annual actual	🟢 99%

Members Retained

(Line chart showing Actual: 65%, 64%, 71%, 76% in 2018/19 Q1-Q4; 77%, 79%, 77%, 79% in 2019/20 Q1-Q4. Target rising from 47% to 80%.)

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

Performance:
Continued strong performance, figures are based on February membership as all membership was suspended in March 2020.

KSI 16: Communicate our charitable objectives	
Indicator	🟢
Annual Target	65%
Q4 actual	66%
Q4 prior year actual	↑5%
Annual actual	🟢 102%
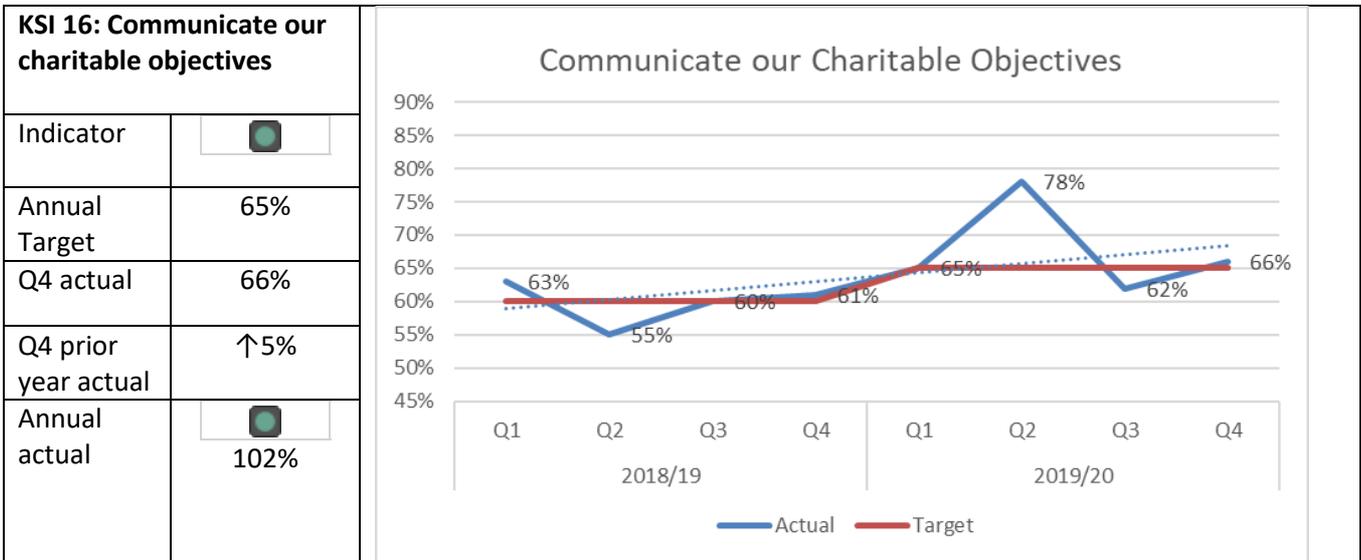
Why: This measure illustrates the success of key messages that Live Borders is a Charity. Our Charitable status is considered a unique part of our proposition and differentiates us from competitors.

Performance:
A steady and good performance as we strive to increase our charitable awareness. The new Fundraising post was appointed in February 2020 and will seek to further increase awareness.

KSI 18: Staff absence rate	
Indicator	🔴
Annual Target	2.5%
Q4 actual	3.03%
Q4 prior year actual	↑0.76%
Annual actual	🔴 83%
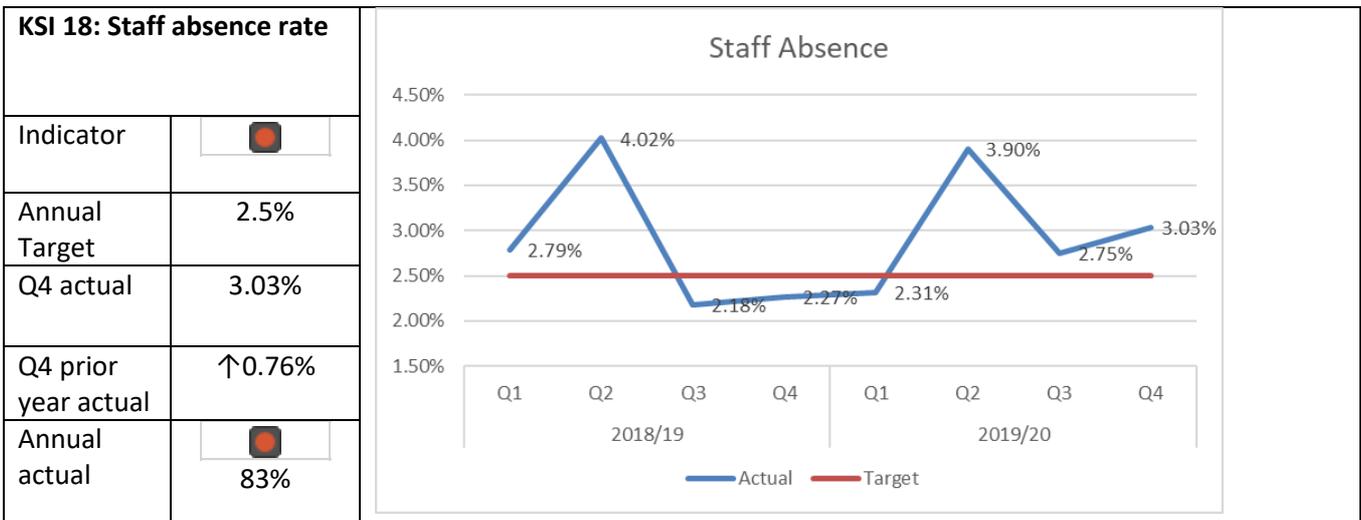
Why: This measure allows us to review frequency, types of absence or patterns to help better inform our people management strategies

Performance:
Quarter 4 short term absence was 1.7%, long term 1.4%. We continue to proactive manage absence set against a very challenging target.

KSI 19: Staff Turnover	
Indicator	🟢
Annual Target	12%
Q4 actual	5.1%
Q4 prior year actual	↓ 2.6%
Annual actual	🟢

Staff Turnover

(Chart: Staff Turnover, percentage by quarter)
- 2018/19: Q1 2.25%, Q2 2.00%, Q3 0.70%, Q4 7.70%
- 2019/20: Q1 2.90%, Q2 3.20%, Q3 2.40%, Q4 5.10%
- Target line ~12.5-12.8%
- Legend: Actual, Target
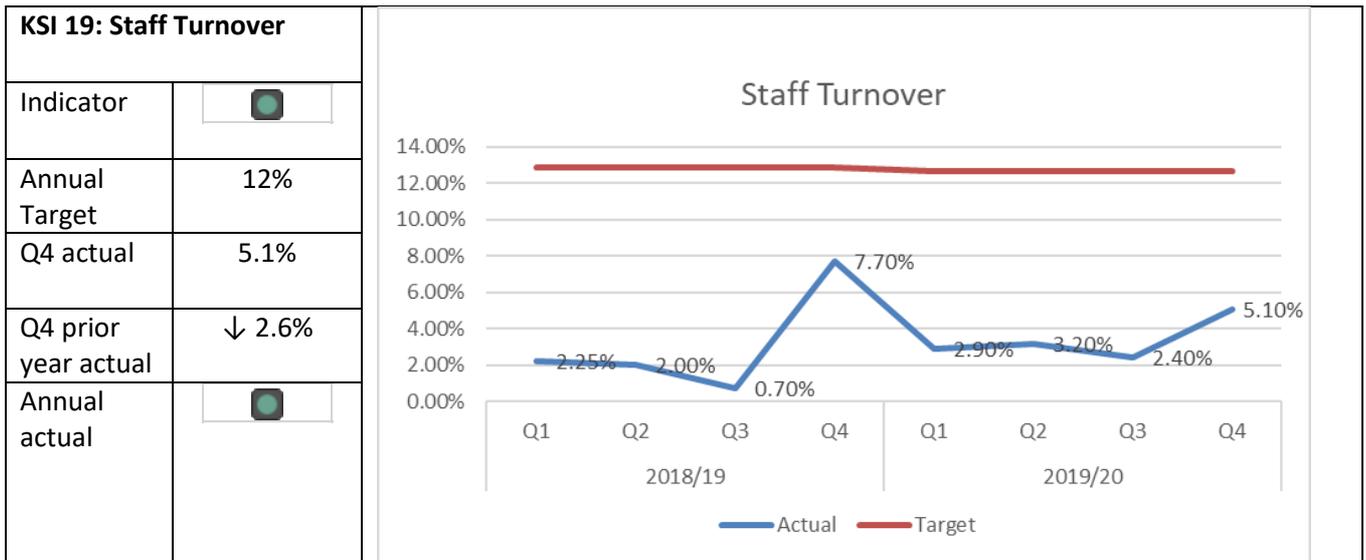
Why: This measure allows us to review patterns of staff turnover to help better inform our people management strategies.

Performance:
Our staff turnover remains low. Every organisation would like a degree of turnover; reducing turnover allows us to reduce cost. However, a very low turnover can also cause problems. We continue to work hard on our staff engagement approach.

KSI 21A: Energy Consumption by square meter (kw/h)	
Indicator	🟢
Annual Target	303
Q4 actual / Annual actual	97 / 320
Q4 prior year actual	↑4
Annual actual	🟢 95%

Energy Consumption - m sq

(Chart: Energy Consumption - m sq, by quarter)
- 2018/19: Q1 79, Q2 54, Q3 96, Q4 114
- 2019/20: Q1 73, Q2 52, Q3 98, Q4 97
- Target values shown in red
- Legend: Actual, Target
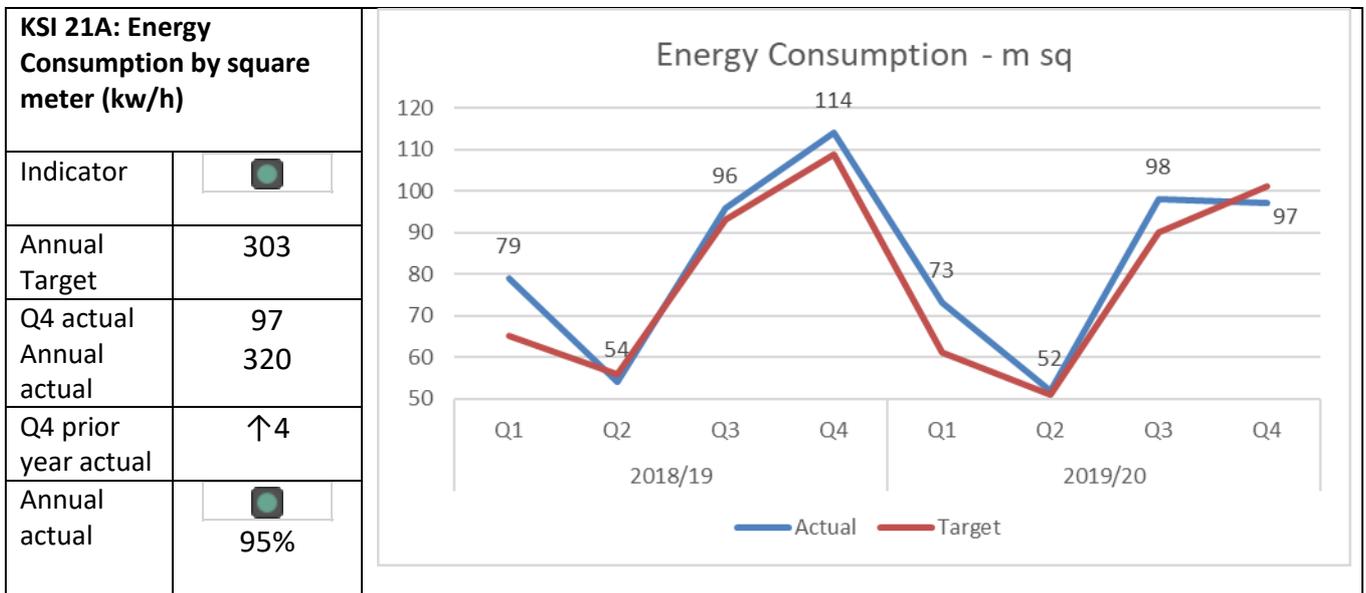
Why: Running especially pool facilities, uses a huge amount of energy and will account for significant amount of Trust's expenditure (10%). Taking steps to reduce energy consumption means that the Trust has money to invest elsewhere.

Performance:
Strong quarter 4 performance, however, facilities were closed from the middle of March. Work continues to drive consumption down.

KSI 22: Surplus / deficit (Services Provision Agreement)	
Indicator	🔴
Annual Target	£2k
Q4 actual Annual	£7k (£68k)
Q4 prior year actual Annual	↓£38k ↓£22k
Annual actual	🔴

Surplus / Deficit

Actual, Target across Q1 Q2 Q3 Q4 (2018/19) and Q1 Q2 Q3 Q4 (2019/20)

Values labelled: -£85k, -£38k, £32k, £45k, -£109k, -£39k, £73k, £7k
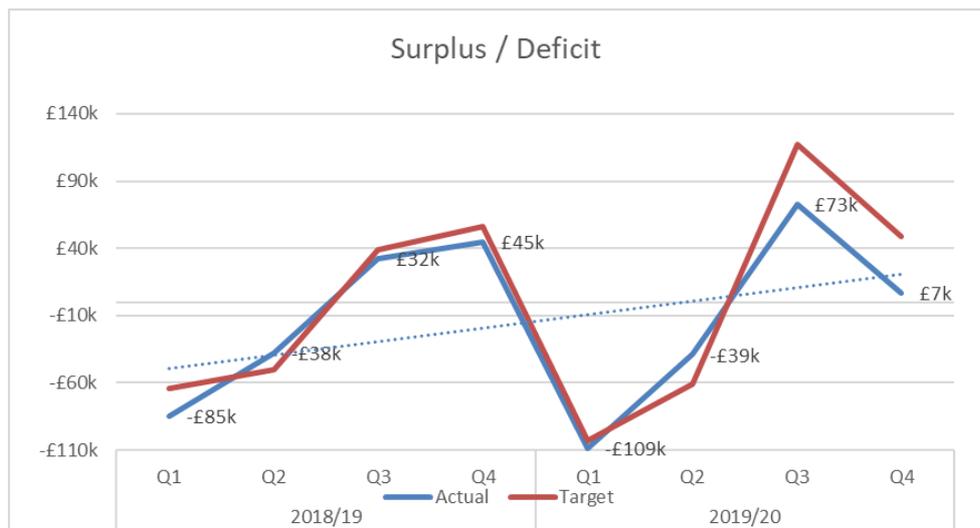
Why: This measure shows how we are performing financially against our budget for services provided under the Service Provision Agreement.

Performance:
Full report in budget monitoring report.

KSI 23: Cost per visit – Sport	
Indicator	⬤
Annual Target	£7.26
Q4 actual	£7.16
Q4 prior year actual	↓£0.15
Annual actual	⬤

Cost per visit - Sport

£7.29 · £7.05 · £7.01 · £7.53 · £6.41 · £6.77 · £6.93 · £7.16

Actual — Target

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. 2019/20 figures below are cumulative year to date.

Performance:
Strong performance under target, especially given the March 2020 trading position.

Quarter 4		**SPORT**		
2019/20				
		2018/19	2019/20	*Growth %*
Subsidy/Visit	([-F]+[H]/[A])	£2.88	£3.01	-5
Income/Visit	([B]/[A])	£4.13	£4.15	1
Cost/Visit	([D]/[A])	£7.01	£7.16	-2
Staff Cost/Visit	([C]/[A])	£4.08	£4.42	-8
Visits/000	([A]/[G]))	7.67	7.73	1
Rate of Return	([B]/[D])	60.11	58.84	-2
Admissions				
	Quarter 1	210,233	216,658	*3*
	Quarter 2	222,058	224,468	*1*
	Quarter 3	208,087	237,621	*14*
	Quarter 4	232,734	200,484	*-14*
Total Admissions	**[A]**	873,112	879,231	*1*
Pool Activities		192,547	338,342	*76*
Other Activities (Non Swim)		680,565	540,889	*-21*
		873,112	879,231	*1*
	Swim Borders D	2,891	2,787	*-4*
	Membership	3,344	3,347	*0*
Income	**[B]**	£3,606,005	£3,651,723	*1*
	Cost of Sales	£199,726	£131,320	
	Staffing **[C]**	£3,558,793	£3,883,666	
	Expenses	£2,240,907	£2,191,657	
Expenditure	**[D]**	£5,999,426	£6,206,643	-3
Operating Loss	**[E]**	(£2,393,421)	(£2,554,920)	*-7*
Less Other costs		(£118,209)	(£90,972)	*23*
Surplus/ Deficit	**[H]**	(£2,511,630)	(£2,645,892)	*-5*

KSI 24: Cost per visit – Library		
Indicator	⬛	
Annual Target	£3.40	
Q4 actual	£3.41	
Q4 prior year actual	↓£0.23	
Annual actual	⬛	

Cost per visit - Library

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. 2019/20 figures below are cumulative year to date.

Performance:
Good performance with staffing and overheads costs managed.

		Libraries		
		2018/19	2019/20	Growth %
Subsidy/Visit	([-F]+[H]/[A])	£3.46	£3.29	-5
Income/Visit	([B]/[A])	£0.17	£0.12	-28
Cost/Visit	([D]/[A])	£3.63	£3.41	-6
Staff Cost/Visit	([C]/[A])	£2.27	£2.19	-3
Visits/000	([A]/[G]))	2.57	2.59	1
Rate of Return	([B]/[D])	4.71	3.59	-24
Admissions				
	Quarter 1	72,979	72,377	-1
	Quarter 2	75,858	75,964	0
	Quarter 3	68,818	73,753	7
	Quarter 4	74,684	72,049	-4
Total Admissions	[A]	292,339	294,143	1
Income	[B]	£49,950	£35,950	-28
	Cost of Sales			
	Staffing [C]	£664,620	£645,618	-3
	Expenses	£395,787	£356,726	-10
Expenditure	[D]	£1,060,407	£1,002,344	
Operating Loss	[E]	(£1,010,457)	(£966,394)	
Less Other costs				
Add Management Fee	[F]			
Surplus/ Deficit	[H]	(£1,010,457)	(£966,394)	
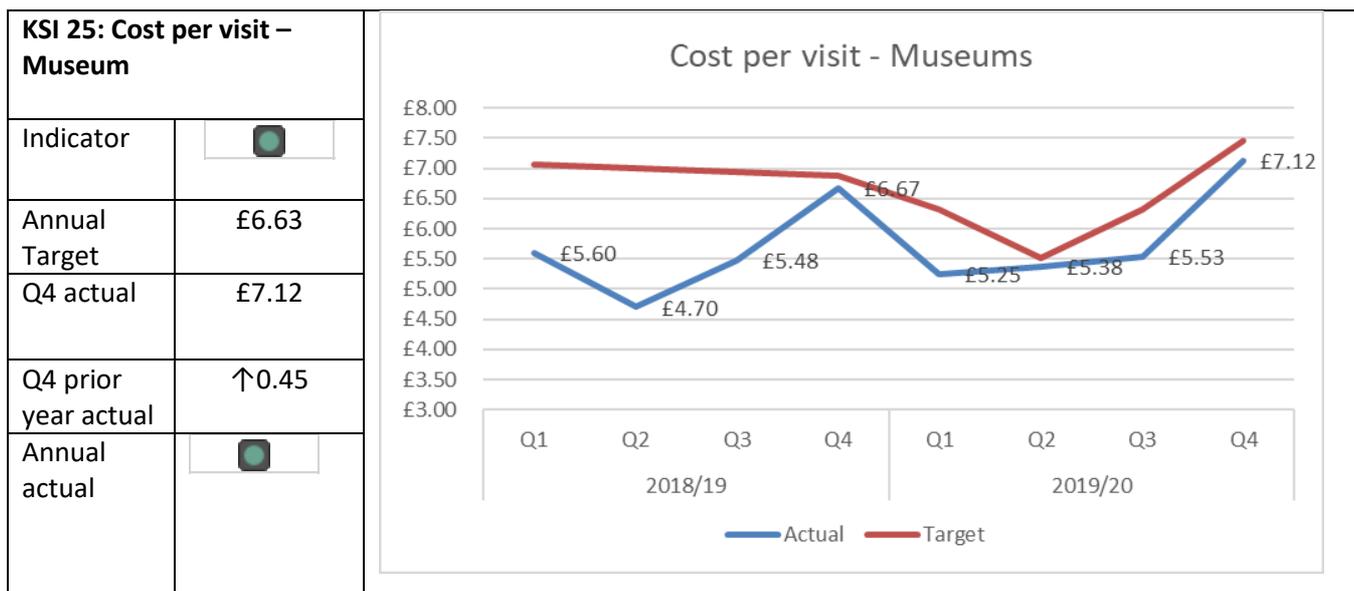
KSI 25: Cost per visit – Museum	
Indicator	⬤
Annual Target	£6.63
Q4 actual	£7.12
Q4 prior year actual	↑0.45
Annual actual	⬤

Cost per visit - Museums

Chart showing Actual and Target values across Q1–Q4 for 2018/19 and 2019/20:
Actual: £5.60, £4.70, £5.48, £6.67, £5.25, £5.38, £5.53, £7.12
Target values shown in red line.

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. 2019/20 figures below are cumulative year to date.

Performance:
Increased costs and income as a result of the opening of the Jim Clark Motorsport Museum.

|		MUSEUMS		
		2018/19	2019/20	Growth %
Subsidy/Visit	([-F]+[H]/[A])	£4.87	£4.39	-10
Income/Visit	([B]/[A])	£1.80	£2.73	52
Cost/Visit	([D]/[A])	£6.67	£7.12	7
Staff Cost/Visit	([C]/[A])	£4.46	£4.80	8
Visits/000	([A]/[G])	1.12	1.20	7
Rate of Return	([B]/[D])	26.93	38.40	43
Admissions				
	Quarter 1	43,514	43,808	1
	Quarter 2	55,932	63,903	14
	Quarter 3	20,263	22,718	12
	Quarter 4	7,363	5,934	-19
Total Admissions	[A]	127,072	136,363	7
Income	[B]	£228,148	£372,673	63
	Cost of Sales	£11,935	£48,689	
	Staffing [C]	£566,831	£654,221	15
	Expenses	£268,437	£267,718	0
Expenditure	[D]	£847,203	£970,628	
Operating Loss	[E]	(£619,055)	(£597,955)	
Less Other costs				
Add Management Fee	[F]			
Surplus/ Deficit	[H]	(£619,055)	(£597,955)	

Appendix .2: Case Studies

Expand levels of Participation and build on our reputation for great customer service

Libraries are not just about books, nor are they a place of silence. They play an important part in the community, working with the young to the old, delivering a service from cradle to grave. Over the last year Hawick library has hosted a reminiscence group in association with the joint health improvement team. Some 10 to 15 members with varying levels of dementia, are accompanied by volunteers on monthly visits to the library for recollection sessions. Initially museums reminiscence boxes were used to resource the sessions, then the library staff made their own materials using yesteryear photos which were passed round the group, prompting memories and conversations. Library staff then heard about a project called Playlist for Life, which piqued their interest. An attendee attended a training session, then created a playlist of old Christmas songs, at the Christmas session over a cuppa and mince pies the group played a game of match the band photo to the song.

This is part of our work to make communities healthier, happier and stronger, working with other agencies to deliver a valuable service to enhance the lives of a group of dementia sufferers, the outcome is the bringing together of the group, carers and volunteers and the happiness the sessions generate. Hawick has been part of a @Playlist for Life' pilot and will work with them to develop some library specific resources.

Healthier, Happier, Stronger: The lockdown

At the close of play on Friday 20 March Live Borders sadly closed its doors to the public in line with Government Guidelines.

Memberships were suspended, although we are heartened that some members have elected to continue paying their direct debits.

In the following weeks, we have contributed to our communities in various ways in response to the coronavirus crisis. A great example of this is our support of the Educational Hubs across the region. Many of our colleagues have provided invaluable support to these Hubs providing a haven for the children of essential workers and to vulnerable children.   Some of our staff have been supporting SB Cares, both Care Homes and Care in the Community. The feedback from all staff engaged in these new activities has been extremely positive.

Expand levels of participation through Health Referral Programme

This case study looks at the social impact of Live Borders physical activity programmes for those adults diagnosed with long term health conditions and who would otherwise be unlikely to engage in mainstream forms of physical activity. It measures Live Borders' strategic vision to make people and communities healthier, happier, and stronger. As part of Live Borders commitment to increasing participation for all and to address physical inactivity amongst some of societies hardest to reach groups, an exercise referral programme and pay as you go programme of activities is available to those referred by a health professional. Over the last 3 years, a wide and varied programme of activity has grown to include a varied range of tailored sessions from Active ageing to Weight management programmes. The health development programme provides gentler, lower impact activity and allows participants to progress at a rate that allows them to feel comfortable. Most classes have some element of behavioural change theory within them to ensure that physical activity habits become lifelong. Social interaction following classes is an additional benefit offered with refreshments providing a great way of reducing social isolation for participants.

"the programme offered me the chance to get invaluable support to get me started but also to keep going. It's not just about the physical activity but about having the confidence to do other things that I wouldn't have engaged with previously"
" If you are diabetic, inactive, and in need if motivation and encouragement then I recommend this class to you. I am grateful I was given the opportunity to join"
"The whole thing has been great, I feel physically and mentally better than I have for a long time. Thoroughly enjoying the twice weekly sessions, especially the social side of it which to me is as important as any physical benefits"

Health Referral Programme:

- General health conditions
- Dialysis classes
- Diabetes classes
- Weight management programmes
- Active ageing classes
- Steadi (Falls prevention) classes
- Gentle Movement
- Macmillan Move More classes
- Multiple Sclerosis activity sessions

HEALTHIER
82% feel their health has improved
73% feel that they make healthier choices
96% reduced their social isolation by meeting new people

HAPPIER
74% report an improved mood as a result
73% feel more positive about their future

STRONGER
81% feel more confident about tackling day to day problems
64% report getting out more as a result of involvement of the programme
30% report a more optimistic outlook

HEALTHIER, HAPPIER AND STRONGER

HEALTH DEVELOPMENT
We surveyed people who have been involved with our health programmes to assess their development.

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