

Live Borders' Guide to Information

This guide is to help you access our published information. There is a linked table of contents at the end of this document, to assist your navigation.

Introduction

Live Borders has adopted the 2017 Scottish Information Commissioner's Model Publication Scheme (MPS) published on our website

<https://www.liveborders.org.uk/useful-info/freedom-of-information/>

"Published" information must be:

- i. Already produced and prepared
- ii. Available for anyone to access easily without having to make a request for it

Research and information services which involve the commissioning of new information are not "publications".

Published information falls into 9 classes:

- 1. About the Charity - Live Borders**
- 2. How we deliver our functions and services**
- 3. How we take decisions and what we have decided**
- 4. What we spend and how we spend it**
- 5. How we manage our human, physical and information resources**
- 6. How we procure goods and services from external providers**
- 7. How we are performing**
- 8. Our commercial publications**
- 9. Our open data**

Class 1: About Live Borders

Information about Live Borders, who we are, where to find us, how to contact us, how we are managed and our external relations.

Live Borders is a registered charity (Scottish Charity Number SC034227), regulated by the Office of the Scottish Charity Regulator (OSCR).

Live Borders is a company limited by guarantee, registered in Scotland by the Registrar of Companies for Scotland, Company No SC234577. Live Borders (formerly Borders Sport and Leisure Trust) was incorporated as a private limited company under the Companies Act 1985 on 7th February 2003.

The Charity's objectives are primarily for the benefit of the community and visitors of all ages to the administrative area of the Scottish Borders and any surrounding areas for:

A) The advancement of:

1. the arts, heritage, culture and science
2. health through helping people improve or maintain their health
3. education through the wide variety of facilities, services, programmes, training courses and cultural, arts, heritage and science events, activities, collections and exhibitions which are provided by or organised through Live Borders
4. community development and rural regeneration

B)

1. the provision of facilities and services for recreational, sporting or other leisure time occupation in the interests of social welfare, such facilities being provided to the public at large save that special facilities may be provided for persons who by reason of their youth, age, infirmity or disability, poverty or social or economic circumstances may have need of special facilities and services

Live Borders, formerly BSLT was established in 2003 as a non profit distributing Charity, to operate and manage sport and leisure facilities on behalf of Scottish Borders Council.

General information

Where to find us:

<https://www.liveborders.org.uk/>

Head Office:

A: Live Borders, Council Headquarters, Newtown St Boswells, Melrose, TD6 0SA

T: 01896 661 166

E: enquiries@liveborders.org.uk

Opening hours: Mon – Fri (09:00 – 17:00)

Customer care & complaints:

T: 01896 661 166

E: enquiries@liveborders.org.uk

Freedom of Information enquiries

T: 01896 661 166

E: foi@liveborders.org.uk

Charging schedule for published information

Information which is published on our website is available to download free of charge. Information which is not yet published, but which will be made available on request, under the Act, will be free of charge where it can be sent electronically. If paper is preferred, charges will apply to cover the cost to Live Borders of producing the copy. Charges are calculated on the basis of the actual cost to Live Borders of providing the information.

See General information freedom of information requests for how to make a request for non-published information.

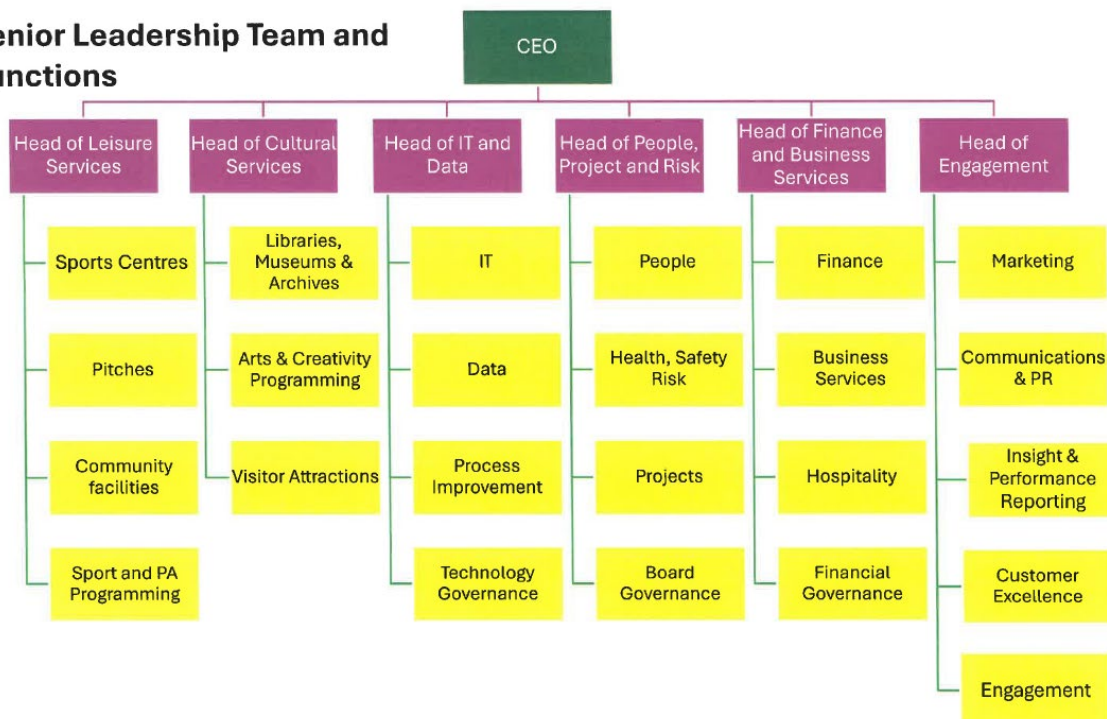
	Size of paper	Cost per single side sheet	Cost per double side sheet
Black & White	A4	40p	80p
Colour	A4	70p	£1.40
Black & White	A3	60p	£1.20
Colour	A3	£1.30p	£2.60
Memory stick	Not available		

Postage costs will be charged at the rate we paid to send the information to you, Royal Mail second class.

We do not pass on any other costs to you in relation to our published information.

Organisational Structure

Senior Leadership Team and Functions



Full details for all our venues and facilities can be found on our website
<https://www.liveborders.org.uk/>

How Live Borders is run

Live Borders is a Single Member Trust. Live Borders takes strategic leadership from its Board of Trustees. Operations are managed by the Heads of Service and Extended Leadership Team.

Governance:

Live Borders has a Board of Trustees made up of 4 Partner Trustees (Local Authority Elected Members); 4 Independent Trustees and 1 NHS (Borders) Trustee. Information is published at <https://www.liveborders.org.uk/about-us/our-board/>

There are four committees:

- Finance committee
- Audit & Governance committee
- Nominations committee (convened as required)
- Organisational Change committee (convened as required)

The Live Borders Board also has a representative who sits on Live Borders Health & Safety Forum.

Information about the roles and responsibilities of these committees can be found within the Board Governance Guidelines published at
<https://www.liveborders.org.uk/about-us/our-board/>

Strategic direction is led by the Board.

Operational strategic decision making is led by the Heads of Service and Extended Leadership Team.

CEO and Heads of Service:

CEO: Catriona McAllister

Catriona joined Live Borders on 21 July 2025, she brings with her an exceptional breadth of senior leadership experience across sport, leisure, culture, and public services, having served as CEO of both Jersey Sport and Oriam, Scotland's National Performance Centre for Sport. Throughout her career, she has led large, complex organisations through significant transformation, shaping strategic direction, delivering major capital projects, and strengthening governance and operational performance.

With more than 20 years' experience at executive level, Catriona has built a strong reputation for effective stakeholder engagement, organisational change, and people-centred leadership. She has developed national strategies, secured

substantial external investment, revitalised underperforming services, and acted as a trusted advisor to government and political leaders. Her background spans governance, financial management, programme and project delivery, and leading high-performing teams across diverse service areas.

Catriona brings deep expertise in building partnerships and driving ambitious programmes that enhance community wellbeing through sport, leisure, culture, and active living. Her commitment to delivering meaningful social impact, combined with her proven ability to stabilise and transform organisations, will be instrumental as she leads Live Borders into its next chapter.

Head of Cultural Services: Martha Burns Finlay

Martha brings more than 15 years of senior experience across the cultural sector, having led significant programmes within museums, galleries, and libraries, most recently as Head of Public Programmes at the National Library of Scotland. Her background spans creative programming, community engagement, strategic planning, partnership development, and cultural service delivery, expertise that will be invaluable as we strengthen and expand our cultural offer.

Head of Engagement: Niamh Barton-Maynard

Niamh brings over 15 years of senior strategic experience leading marketing, communications and engagement functions across major membership organisations and national charities. She has built and led multidisciplinary teams, shaped organisational repositioning, overseen major campaigns and directed revenue-critical marketing activity, giving her a strong foundation to drive a coherent and impactful engagement strategy for us.

Head of Leisure Services: Vicki Kennedy (joining 5th August 2026)

Vicki brings over two decades of experience in the leisure and physical activity sector, having progressed from frontline roles through to senior leadership. She currently holds the position of Head of Operations at Strathclyde Sport at the University of Strathclyde, where she is responsible for shaping strategic direction, driving revenue growth and enhancing customer experience across a large and diverse operation.

Prior to this, Vicki held a senior leadership role with South Lanarkshire Leisure and Culture, where she managed a significant portfolio of facilities and led large multidisciplinary teams, overseeing the delivery of strong performance in membership growth, participation and commercial activity.

Throughout her career, Vicki has demonstrated a strong ability to deliver measurable impact, lead large-scale transformation projects, and use customer insight and data to continuously improve services. She has also played an influential leadership role across the sector nationally, including serving as Chair and now Vice-Chair of the

Scottish Leisure Network Group and contributing to key partnerships and policy discussions with organisations such as Sport Scotland, COSLA and UK Active.

Her experience spans operational excellence, strategic planning, capital investment, partnership working and active health delivery, making her well placed to lead our leisure services into the next phase of development.

Head of Finance & Business Services: Ross MacNay

Ross Joined Live Borders on 9 June 2025. Ross is a Chartered Accountant (ACCA) with over 20 years of post-qualification experience. He brings a wealth of expertise in financial strategy, operations, and leadership, having worked across a range of organisations, from startups to companies with turnovers exceeding £130 million. Most recently, Ross served as COO and CFO at We Are Pawprint Limited, where he successfully led investment processes, financial planning, and operational management through periods of significant change.

Ross has a strong track record of working closely with senior teams and stakeholders to drive financial performance and organisational growth. His experience spans financial reporting, budgeting, stakeholder engagement, and implementing modern financial systems.

Ross is passionate about making a positive impact in the community and is excited to contribute to Live Borders. Importantly, his appointment has brought stability to the finance team.

Head of People, Project and Risk: Graeme McMurdo

Graeme joined Live Borders on 12 December 2022 as Strategic Programming Manager. Graeme joined from Scottish Borders Council where he worked for 17 years in various programme, project and business roles across many of the local authority function areas. This included working with Assets & Infrastructure, Education, Social Work, Integrated Joint Board and also with Live Borders. Graeme was already known to many of the senior team and was warmly welcomed to the charity when he joined in 2022.

Graeme's role was to provide support and assistance to all services in relation to projects and strategic programmes and to support the reviews of sport & cultural services. As part of the Live Borders staffing restructure in 2026, Graeme was promoted to the Head of People, Project and Risk, widening his remit, he will continue to provide support, advice and guidance to a wider team in his new role in addition to developing the three function areas under his remit.

Head of IT and Data: Brian Morrison

Brian Joined Live Borders on 14 July 2025 bringing over 18 years of IT experience, including more than a decade in senior IT and project management roles across both the private and voluntary sectors. Most recently serving as IT Manager at Image Logistics, he oversaw complex infrastructure, cyber security, cloud migrations, and digital transformation programmes for clients ranging from SMEs to multinational organisations.

Brian has a strong record of enhancing operational performance, introducing new digital processes, improving compliance practices, and modernising core systems. His experience in mentoring teams, managing IT budgets, and delivering high-value transformation work aligns well with Live Borders' ambitions to strengthen digital capability and customer-facing systems.

Brian combines technical expertise with a people-centred approach. His strong stakeholder management skills and commitment to upskilling teams positions him well to drive forward a modern, resilient, and efficient digital service for the organisation.

Fair Work Employer

Live Borders aspires to gain accreditation to be recognised as a Fair Work employer. We currently pay the real living wage. Our Fair Work Statement is published on our website <https://www.liveborders.org.uk/about-us/freedom-of-information/>

Class 2: How we deliver our functions and services

Information about our work, our strategy and policies for delivering functions and services and information for our service users can be found on our website www.liveborders.org.uk a brief description of services can be found below:

Live Borders is a charitable trust delivering cultural and sporting services across the Scottish Borders. With a cultural focus on the advancement of arts, heritage, culture, health, education and science for the benefit of the community and visitors our vision is to improve lives through physical activity, sport and culture, supporting our communities to be healthier, happier and stronger.

Description of Customer facing functions

Leisure Services

Live Borders manages a range of **Sports Centres**: three combined leisure sites with swimming pools (Hawick, Eyemouth, Selkirk), two swimming pools (Peebles, Kelso), one dryside leisure centre (Peebles), one sports complex offering gym, track and an

indoor studio space (Tweedbank), one standalone gym facility (TriFitness Galashiels). We also manage community access to sports facilities in four High Schools of Kelso, Peebles, Jedburgh and Galashiels. The Galashiels school contains a swimming pool.

Our team provides a range of activities in our pools, gyms, studios and exercise spaces including fitness classes and other health programmes across the Borders.

Live Borders manages and operates several synthetic **Pitches** across the Scottish Borders. We manage the full size 3G pitch at Greenyards in Melrose, a full size 3G pitch and a 3G five-a-side pitch at Netherdale (Galashiels); a full size 2G pitch at Tweedbank, a full size 2G pitch at Selkirk, full size 2G & 3G pitches in Hawick and community access to 2G and 3G pitches at Peebles, Kelso, Jedburgh and Galashiels high schools.

Community Facilities We manage a large selection of Halls across the Scottish Borders for both public and commercial use. The venues vary in size and can accommodate many different events ranging from concerts and wedding receptions to private parties, craft fairs and local festivals. From meeting rooms to large capacity spaces, some with raked seating, our town halls offer scope to host your particular event.

Community Centres are also under Live Borders remit. Community Centres provide local, accessible, affordable facilities for community activities and are managed by independent management committees, with the support of Live Borders

Sports and Physical Activity Programming

Activity programming includes Aquatics, Children's/Holiday programmes and Gymnastics Programming.

We have a Health Interventions Programme delivering classes and offering a referral scheme to those requiring health interventions.

Health, Fitness and Memberships delivers our Health & Fitness programme, delivered at locations across the Borders by our qualified Health & Fitness instructors.

Cultural Services

The **Libraries, Museum, Galleries and Archives** service curates and presents exhibitions throughout the Borders, providing comprehensive coverage of the region's unique heritage. Working in partnership with the British Museum and other partners, we bring a variety of internationally significant contemporary art exhibitions to the region.

The **Heritage Hub**, located in Hawick, is home to the Scottish Borders archive and local history service. Open to the public, this unique facility allows you to trace your family tree and find out about Borders history. The archive materials bring to life the research and visitors might discover original artefacts relating to their forebears.

Libraries throughout the region provide access to books and a fleet of mobile library vehicles delivers a library service to the remote rural inhabitants of the Borders. Libraries also offer introductory courses in basic IT to all ages and a range of online resources.

Museums are located in the key Borders towns, Many of these are seasonal and close for the winter months, reopening in March time for the new season. From the intimate Halliwell's House in Selkirk to the imposing Jedburgh Castle Jail they all offer a unique visitor experience.

Arts & Creativity, Programming service supports, promotes and develops arts and cultural activity working in partnership with schools, community groups in the public and private sectors.

Tower Mill, located in the Heart of Hawick, boasts a vibrant café bar, offers a varied programme of film screenings, live events, workshops, exhibitions, community group events and educational activities. There is also hot desking and office rentals within this facility.

Visitor Attractions

Great Tapestry of Scotland

The Great Tapestry of Scotland opened in Galashiels in summer 2021 as a leading attraction in Scotland's portfolio, celebrating the creative talents of the stitchers, the story of Scotland and its people, and the wider textiles' story in the Borders. Set in an eye-catching building with a café, the Tapestry also delivers a programme of temporary exhibitions, to enhance the visitor experience.

Jim Clark Motorsport Museum

Sir Jackie Stewart officially opened the expanded Jim Clark Motorsport Museum in August 2019 following a £1.6m refurbishment. The museum details Clark's hugely successful motor sport career from club racing to his two F1 World Championships and Indianapolis 500 win.

Corporate Strategy:

Live Borders Corporate Strategy 2026-2031 was launched in July 2026.

Live Borders Strategy

“This strategy gives us a clear direction for the future and a strong foundation from which we can continue building an organisation that people across the Scottish Borders trust, value and rely upon.” – **Bill Douglas, Chair of the Board of Trustees**

“This strategy reflects what we have heard from our communities, staff, partners and stakeholders about the role they want Live Borders to play in the future. It builds on the strengths of the organisation, acknowledges the challenges we face, and gives us a clear direction for the years ahead.” **Catriona McAllister, Chief Executive Officer of Live Borders**

How to report a concern:

Customer care & complaints:

T: 01896 661 166

E: enquiries@liveborders.org.uk

Reports of Live Borders exercise of its statutory Functions:

Statutory services are Library & Information service and Archive service.

Public library services in Scotland are a devolved issue and are administered by local authorities which have a statutory duty to secure the provision of adequate library facilities for all persons resident in their area. SBC has outsourced the provision of this service to Live Borders. Live Borders delivers the service on behalf of the Council.

Scottish Borders Archives and Local History service is managed on behalf of Scottish Borders Council by Live Borders. The core functions are carried out within a legal framework including Public Records (Scotland) Act 2011, Freedom of Information Act 2000 and Data Protection Act 2018.

Service policies, internal procedures, Service schedules and delivery plans Facility / Service Plans

Live Borders operational plans and procedures for facilities and services are not routinely published, but can be requested under the Act.

Reporting includes:

- The Chartered Institute of Public Finance and Accounting (CIPFA) annually for Public Libraries and for the Archive (Heritage Hub)
- Contributes to Scottish Borders Council's (SBC) Culture and Sport return to CIPFA annually

- Local Government Benchmarking Framework return annually

How to access services:

Our services can be accessed directly at centres and venues, where staff will be happy to help.

Information about our services and their offering can be found on our website.
www.liveborders.org.uk

Service fees & charges

As a charitable trust many of our services are provided free of charge. A price list for Live Borders is available to download from our website
<https://www.liveborders.org.uk/about-us/publications/>

Statement of Public Task

Re-use of Public Sector Information Regulations 2015 requires us to have a Statement of Public Task, under Class One we have provided Charity's purposes as filed with OSCR. The Charity's Articles of Association are published at
<https://www.liveborders.org.uk/about-us/our-board/>

Class 3: How we take decisions and what we have decided

Information about the decisions we take, and how we involve others.

Board

Board minutes are published for the current year and past two financial years and are available at

<https://www.liveborders.org.uk/about-us/our-board/>

Live Borders does not publish Board papers, these may be made available (redacted as required) on request from

enquiries@liveborders.org.uk

Our Annual Report 2025.26 will be made available at

<https://www.liveborders.org.uk/about-us/publications/>

Reports of regulatory inspections, audits and investigations

None.

Class 4: What we spend and how we spend it

Annual Report & Accounts

Our financial information is published in our Annual Report, published at

<https://www.liveborders.org.uk/about-us/publications/>

Our financial regulations are published at <https://www.liveborders.org.uk/about-us/publications/>

Board Member Expenses

Board members are not remunerated other than travel expenses to and from meetings. Details of expenses are not published, but are available on request.

enquiries@liveborders.org.uk

Senior Staff Expenses

Expenses: subsistence, travel and accommodation are not published, but may be made available on request.

enquiries@liveborders.org.uk

Pay & grading structure

Annual Salary effective 2026/27

Grade	Scale Point 1	Scale Point 2	Scale Point 3	Scale Point 4	Scale Point 5	Scale Point 6
15		£93,296.51	£95,244.70	£97,232.24	£99,219.78	£101,207.33
14		£67,399.40	£68,816.26	£70,233.12	£71,669.67	£73,086.53
13		£54,942.81	£56,064.49	£57,225.53	£58,386.57	£59,527.93
12		£49,649.25	£50,672.54	£51,715.51	£52,758.48	£53,781.77
11		£46,480.99	£47,445.24	£48,409.49	£49,373.75	£50,338.00
10		£39,081.81	£39,888.64	£40,695.46	£41,502.29	£42,289.43
9		£36,976.19	£37,723.98	£38,471.77	£39,258.92	£40,006.71
8		£33,866.97	£34,555.72	£35,244.47	£35,933.23	£36,621.98
7		£31,052.92	£31,682.64	£32,312.35	£32,942.07	£33,571.79
6		£28,534.05	£29,104.73	£29,655.73	£30,246.09	£30,816.78
5		£27,395.78	£27,723.75	£28,022.41	£28,553.73	£29,104.73
4		£27,202.85	£27,588.70	£27,685.17	£27,974.56	£28,360.42
3				£27,241.43	£27,550.12	£27,685.17
2				£26,585.48	£26,971.33	£27,241.43
1				£25,948.82	£26,238.21	£26,585.48

Funding Awards & how to apply for them

Please contact enquiries@liveborders.org.uk

Class 5: How we manage our human, physical and information resources

Information about how we manage the human, physical and information resources of Live Borders.

Strategy and management of human resources

Staffing structure

Live Borders Restructured on 1 April 2026.

The new structure, embedded below, is the result of a period of consultation and work to achieve a structure to efficiently deliver services. The structure was introduced on 1 April 2026.



STRUCTURE.pdf

Human resources policies:

HR and other policies are available on request.

To request any procedure or policy please contact enquiries@liveborders.org.uk or phone 01896 661 166

Physical & information resources:

Live Borders former Head Office (owned) is currently leased to a charity. Head Office staff are located in the new Head Office within Council Headquarters in Newtown St Boswells.

All other estate is owned by Scottish Borders Council.

There are no published development plans at present. However a paper presented to Council on 21 May 2026 covers some of the capital investment proposed for Live Borders development of two key facilities.

<https://scottishborders.moderngov.co.uk/ieListDocuments.aspx?CId=132&MIId=7581>

Information resources

Records management policy: this policy is in draft stages and will be published once finalised.

Retention schedule: this is not published in its entirety, but extracts are published at:

<https://www.liveborders.org.uk/useful-info/data-processing/>

Freedom of Information, Data Processing, Cookies, Privacy Statement, Terms and Conditions can be accessed at <https://www.liveborders.org.uk/useful-info/freedom-of-information/>

Class 6: How we procure goods and services from external providers

Information about how we procure works, goods and services, and our contracts with external providers. Details of our procurement processes are available on request.

Class 7: How we are performing

Information about how we perform as an organisation, and how well we deliver our functions and services.

This section is under development. Live Borders is currently undergoing a joint Transformation Review in conjunction with Scottish Borders Council which includes the renewal of the Service Provision agreement against which Live Borders performance is measured.

Class 8: Our commercial publications

Information packaged and made available for sale on a commercial basis and sold at market value through a retail outlet eg a bookshop, museum, or research journal.

Live Borders operates a number of retail outlets in our museums and visitor attractions, details available at site.

Class 9: Our open data

Open data made available by Live Borders as described by the Scottish Government's [open data resource pack](#)

Live Borders does not have any open data.

Copyright and re-use of our information

Unless otherwise stated, Live Borders holds the copyright for the information available through this website.

Where the copyright for information available on this website is held by a third party, we make this explicit. For example, we may have sought permission from a partner organisation to use a photograph. In this case the relevant web page will include a credit to the partner organisation. If you wish to copy, print or re-use third party content from this website you must contact the third party yourself to ask for their permission. <https://www.liveborders.org.uk/useful-info/terms-conditions/>

Class 1: About Live Borders	2
General information	3
Charging schedule for published information	4
Organisational Structure	4
How Live Borders is run	5
Governance:.....	5
Senior Leadership Team:.....	5
Fair Work Employer	8
Class 2: How we deliver our functions and services	8
Description of Customer facing functions.....	8
Leisure Services	8
Community Facilities.....	9
Sports and Physical Activity Programming.....	9
Cultural Services	9
Libraries	10
Museums	10
Arts & Creativity, Programming.....	10
Tower Mill	10
Visitor Attractions	10
Great Tapestry of Scotland.....	10
Jim Clark Motorsport Museum	10
Corporate Strategy:.....	11
How to report a concern:.....	11
Reports of Live Borders exercise of its statutory Functions:	11
How to access services:.....	12
Service fees & charges	12
Statement of Public Task	12
Class 3: How we take decisions and what we have decided	13
Board.....	13
Reports of regulatory inspections, audits and investigations	13
Class 4: What we spend and how we spend it.....	13
Annual Report & Accounts.....	13
Pay & grading structure.....	14
Funding Awards & how to apply for them.....	14

Class 5: How we manage our human, physical and information resources	15
Strategy and management of human resources	15
Staffing structure	15
Human resources policies:	15
Physical & information resources:	15
Class 6: How we procure goods and services from external providers.....	16
Procurement policies & procedures	Error! Bookmark not defined.
Class 7: How we are performing.....	16
Class 8: Our commercial publications.....	16
Class 9: Our open data	16
Copyright and re-use of our information	16