



BUSINESS PLAN 2015-19 KEY SUMMARY POINTS

Version 1 - Approved HLH Board 190315

A registered charity and a Company, Limited by Guarantee, wholly owned by The Highland Council (THC). High Life Highland (HLH) is governed by a Board of Directors. To help it deliver those parts of its business that are not charitable by nature, a Trading Company (a Community Interest Company), governed by a separate Board of Directors, has been established, the profits of which are gift aided to the charitable company to assist with its purposes.

The main business of HLH is the delivery of a Service Delivery Contract (SDC) for THC across the Company's 9 areas of work: Adult Learning, Archives, Arts, Leisure Facilities, Libraries, Museums, Outdoor Education, Sport and Youth Work. Almost 4 million visits annually are made to HLH facilities and services.

HLH has an annual turnover of £21.4M, of which approximately £14.5M comes from THC as a Management Fee, with the remainder being earned income. HLH employs staff in a wide variety of posts and settings - there are 316 full time, 480 part time and c.900 casual staff. HLH is also supported by a strong network of over 1000 volunteers. HLH occupies a varied property estate of over 190 properties, which includes outdoor facilities and open spaces, leased for 25 years from THC.

Statement of Purpose – HLH is a charity which makes the Highlands a better place to live, work and visit by developing and promoting opportunities in culture, learning, sport, leisure, health and wellbeing.

Ambition -To be acknowledged and respected as the leading organisation for developing and promoting opportunities in culture, learning, sport, leisure, health and wellbeing and to grow the business in a sustainable way by providing services that the public value and by being viewed as a trusted partner.

Core values - To act legally and safely; to provide quality services, important to individuals and communities; to be a trusted partner; to encourage innovation and entrepreneurship in staff and volunteers; to be a good employer and to take steps to reduce our environmental impact.

8 business outcomes which form the basis of the work of the company over the period of its 2015-19 Business Plan through individual Operational Plans:

1. To advance sustainable growth and financial sustainability;
2. Deliver the Service Delivery Contract with THC;
3. Improving staff satisfaction;
4. Improving customer satisfaction;
5. A positive company image;
6. Services designed around customers and through market opportunities;
7. Sustain a good health and safety performance; and
8. A trusted partner.

Opportunities for growth and potential new business - In 2014 HLH was accepted by Highlands and Islands Enterprise as a "Managed Client". This process enables HLH to access support, advice and financial assistance with which to develop the Board and the Company's strategic direction. The following key areas for business growth have been prioritised by the Board:

1. The Preventative Health Agenda;
2. The HLH Tourism Offering;
3. Other Management Portfolios; and
4. Extension of the High Life Membership Scheme.