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| HIGH LIFE HIGHLAND  REPORT TO BOARD OF DIRECTORS  27 August 2020 | AGENDA ITEM REPORT No HLH /20 |

## **STRATEGIC PLANNING - Report by Chief Executive**

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| **Summary** This item firstly provides an update presentation on the Inverness Castle Project development, focussing on the impact of this project on the governance and structure of High Life Highland. Given the huge shift in the external environment, the report also considers how the charity moves from mitigation during COVID-19, to strategic planning in order to safeguard against the danger of strategic drift.  It is recommended that Directors:-   1. note and comment on the Inverness Castle update, including the need to align our structure to cater for the project, and;   agree   1. that a facilitated session for Directors of HLH Trading, the main charity Board and officers be held in October to review: COVID-19 Recovery Plan progress; review of the HLH Business Plan for 2021 to 2025; review business growth opportunities, including governance arrangements for the Inverness Castle Project 2. the draft process and timetable for the development of a revised HLH Business Plan for 2021-2025. |

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| **1.** | | **Business Plan Contribution** |
| 1.1 | | This report supports all the Business Outcomes from the High Life Highland (HLH) Business Plan:   1. **Sustain a high standard of health and safety, and environmental performance** 2. **Implement the Service Delivery Contract with THC** 3. **Improving customer engagement and satisfaction** 4. **Improving staff engagement and satisfaction** 5. **Enhance the positive charity image** 6. **Be a trusted and effective partner** 7. **Achieve sustainable growth across the organisation** 8. **Develop health and wellbeing across Highland communities** 9. **Develop and promote the High Life brand** |
| **2.** | | **Background** |
| 2.1 | | Directors received a detailed written update prior to the meeting on the Inverness Castle Development, there will be the opportunity at the meeting for Directors to provide comment and feedback on the update. Some of the key considerations will also be set out in terms of the potential impact of the Inverness Castle Project on the governance and structure arrangements within HLH. |
| 2.2 | | At the Board meeting on 4 September 2019, Directors approved the HLH Business Plan for 2019-24. However, COVID-19 has created a strategic shift and as the charity moves from recovery to future strategy it needs to review its current business plan in order to align the business with the changes in the macro-economic, tech, political and social environments. |
| **3.** | | **Business Planning Process** |
| 3.1 | | It is proposed that the facilitated session will be in October, the date yet to be finalised pending confirmation of specialist support via the HIE Managed Client arrangement. The day will include an overview of the planning framework and a series of break-out sessions focused on specific sections of the plan. |
| 3.2 | | Factoring in outcomes from the facilitated session into the revised business plan and taking into account the points below, the draft revised business plan covering the period 2021-25 will be considered by the Board meeting in March 2021:   * Progress with the HLH Recovery Plan * Revised HLH business growth opportunities * Impact of Inverness Castle Project * Review of the HLH Business Plan to cover the period 2021 to 2025 |
| **4.** | | | **Implications** | |
| 4.1 | | | Resource Implications – at the time of writing and pending confirmation of support through the managed client arrangement with HIE, there may be some costs associated with the facilitated session. | |
| 4.2 | | | Legal Implications - there are no new legal implications arising from this report. | |
| 4.3 | | | Equality Implications – there are no new equality implications arising from this report. | |
| 4.4 | | | Risk Implications – there are no new risk implications arising from this report. | |
| **Recommendations** It is recommended that Directors:-   1. note and comment on the Inverness Castle update, including the need to align our structure to cater for the project, and;   agree   1. that a facilitated session for Directors of HLH Trading, the main charity Board and officers be held in October to review: COVID-19 Recovery Plan progress; review of the HLH Business Plan for 2021 to 2025; review business growth opportunities, including governance arrangements for the Inverness Castle Project; and 2. the draft process and timetable for the development of a revised HLH Business Plan for 2021-2025. | | |

Designation: Chief Executive

Date: 18 August 2020

**Appendix A**

**High Life Highland 2021-2025 Business Plan / Operational Plan Revision Draft Timetable**

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| 27/08/20 | HLH Board and Trading Board meetings to include introduction to required review of Business Plan |
| 00/09/20 | WBM outline Business Plan preparation |
| 00/09/20 | SMT/QMT outline Business Plan preparation |
| 00/10/20 | Board Planning day – externally facilitated |
| 00/11/20 | Facilitator’s report received |
| 00/11/20 | SMT discussion of first draft |
| 11/12/20 | Potential review of first draft of plan at HLH Board meeting |
| 00/01/21 | QMT presentation and discussion of operational plans |
| 00/03/20 | Provisional target for Board final approval of revised Business Plan |
| 00/03/20 | Operational plans approval by SMT |