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| HIGH LIFE HIGHLAND  REPORT TO BOARD OF DIRECTORS  23 JUNE 2021 | AGENDA ITEM  REPORT No HLH / /21 |

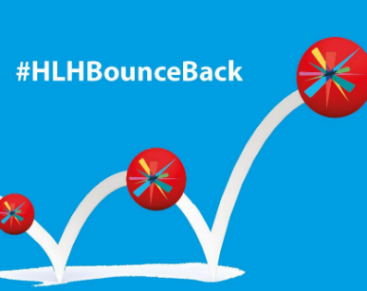
**RECOVERY UPDATE - Report by Chief Executive**

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| **Summary**  The purpose of this report is to update the High Life Highland Board on the Recovery Action Plan (RAP), underpinned by the #*hlhbounce****back*** *2.0,* marketing campaign.  It is recommended that Directors comment on and note:   1. RAP progress against the plan and the 7 key themes; 2. the continued collaborative working with the Highland Council (THC) regarding access to the school estate post lock down, whilst acknowledging that any continued restriction or prevention of access to the shared school/HLH estate and wider community lets access could further impact financial recovery; 3. that a strategic investment plan is critical to growth, and; 4. that the HLH main effort remains focussed on the ‘*new business as usual model’* and the creation of a strategic-level corporate programme management plan. | |
| **1.**  **2.**  2.1  2.1.2 | | **Business Plan Contribution**  This report supports all 9 of the highlighted 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 The Highland Council** 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**   **Background**  It has been over 15 months since High Life Highland leisure and community facilities, libraries and museums closed on 20 March 2020. Since then, the majority of employees have been on furlough leave under the UK Government Job Retention Scheme (JRS). There was a period of limited opening from 31 August to l 26 Dec 2020. The Scottish Government Road Map allowed re-opening again from 26 April 2021, moving to the current position within level 1 restrictions but again with a limited and reduced capacity service.  This paper details the current operating position, including updates on the recovery themes and recovery action plan. |
| **3.** | | **Key Themes** |
| 3.1  3.2  3.2.1  3.3  **4.**  4.1  4.1.1  4.2  4.2.1  4.2.2  4.2.3  4.2.4  4.3  4.3.1  4.4  4.4.1  4.5  4.5.1  4.6  4.6.1  4.6.2  4.7  4.7.1  4.7.2 | | The RAP (**Appendix A**) is a live document that will continue to be developed and shaped as the emerging picture develops and as restrictions ease. The RAP will, in due course, be replaced by the Corporate Programme Management Plan as the organisation transitions into business as usual post-pandemic..  **Legend**  The RAP is focused on the following 7 key themes, these themes will remain  fluid and under constant review by the Corporate Programme Manager.  Progress against programme is as follows:   |  |  | | --- | --- | | **Red** | **Serious issues requiring an action plan** | | **Amber** | **Some issues but being managed** | | **Green** | **On target and progressing to plan** | | **Blue** | **Completed** |   **Theme Updates**:  **Theme 1 - Staff health and wellbeing – Operational status – GREEN**   * Staff engagement and consultation * Support and guidance for staff returning to work * Enable staff participation in health and wellbeing activities e.g. motivational staff challenges * Facilitate specific opportunities for employees to take care of their physical health and wellbeing * Employee surveys, including a return-to-work survey to listen to the voice of employees, making reasonable adjustments on their return to work where appropriate * Regular communications from the Chief Executive in written and video formats.   Since reopening on 26 April 21, HLH management teams had trained and prepared for any signs of staff fatigue or any H&W issues, especially during the return to work phase. However, these concerns have not raised themselves as issues within our teams. Focus has been retained on staff H&W through staff engagements and consultations. More information on staff H&W and welfare can be found in the Human Resource report elsewhere on the agenda, this report will also include an update presentation from the Health and Wellbeing Manager.  **Theme 2 - Condition and rejuvenation of the existing estate/facilities/ buildings – Operational status – AMBER**   * H&S requirements for re-opening * Rationalisation opportunities in collaboration with Highland Council * Operational restrictions * Reorganise the layouts of facilities to permit controlled numbers of customers to be permitted to use them * Re-baseline our capital programme * Quickly accelerate projects with highest ROI factors * Closely monitor and adhere to Government guidelines/Route Map evolution   This theme has formed the backbone of the #*bounce****back*** campaigns. Between lockdowns, protocols and procedures were put in place to enable sites to be retained at an operationally ready state. The work focussed on retaining compliance with the statutory items such as legionella prevention and water safety management, building security and general housekeeping, to remain COVID secure and prepared to adapt if necessary to any evolving COVID landscape with the associated additional or indeed relaxed COVID 19 measures. This preparedness permitted our sites to close and then return rapidly to operational again with the minimum amount of time and resource.  **Access to the School estate**  The importance of access to the school estate and the wider community lets, has continued to be a topic of discussion with THC. More recently this has seen intervention at Ministerial level, which appears to have assisted with the ‘unlocking’ of the gates at one particular site and allowed other sites to follow on with access being permitted as requested by HLH.  On the wider lets, THC are now looking at a phased programme of permitting external non-HLH lets to resume. We continue to monitor this and work with THC to ensure that access is gained as and when restrictions permit.  THC continue to experience resource difficulties with regards to FM staff, as do the PPP contractors. However, this will need to be resolved and if necessary funded to allow THC, HLH and the local community user groups to return to full operating status.  **Theme 3 - Customer engagement – Operational status – AMBER**   * Establish what our customers expect when we re-open/restrictions permitting * Build trust and confidence that it is safe to return to our facilities and engage with our services * Retain as many customers as possible and engage positively and frequently * Develop and implement a strategic approach to recovery and continued growth of *high****life*** subscription income   Our customer engagement has been continuous throughout the pandemic and resulted in customer surveys providing some excellent feedback in terms of how HLH was managing the communications with customers. Recovery of *high****life***membership income remains a high priority and membership progress can be found in the Performance report elsewhere on this agenda.  **Theme 4 - Partnership Engagement – Operational status – AMBER**   * Strategic alignment with THC will be critical to realisation of overall benefits, especially with respect to alignment of recovery actions and property rationalisation. * Engagement with strategic partners to collate and analyse the best intelligence to inform decision-making   Our continued collaborative approach with THC service delivery teams remains strong and is working well. Strong partnering with **sport**scotland, Creative Scotland, UHI, HIE and other partner organisations will continue to remain critical going forward.  **Theme 5 - Financial Stability and security – Operational status – AMBER**   * Income generation opportunities * Careful transition to a new way of working/emerging new normal * Consolidation on innovation, technology and new ways of working * Opportunities for new business and regular business done more efficiently * Strategic Workforce Planning - determining our staffing complement going forward and adjusting skills and numbers quickly to reflect the future operational requirements   As with the previous year, income and expenditure will be monitored closely and year-end projections updated to reflect the most recent financial performance. Details on financial performance are included within the Finance Report elsewhere on this agenda.  **Theme 6 - Lessons identified within this COVID-19 ‘season’ – Operational status – AMBER**   * Consideration of an online/virtual membership as well as a physical visit membership * Smarter working / uplift in home working * Greater use of technology for service delivery (Music Tuition etc.) * Reduction in mileage claims   There has been a continued drive to maintain and improve our online presence. Our experience with the online music tuition has been a real success and a blended offer will form part of the future offer. The default position of home working remains the norm for the vast majority of office based staff. However, plans are underway for safe return as restrictions permit whilst also looking at smarter ways of working.  A number of carbon reduction projects have been successfully implemented through working collaboratively with THC. Future projects are currently under consideration and design for implementation over the coming FYs.  **Theme 7 - Resilience planning for the future – Operational status – AMBER**   * Strategic Workforce Planning. Having the right staff, with the right training in the right places to deliver services * Contingency planning * Operational needs for now and going forward   With the ongoing uncertainty of an emerging ‘new normal’, continuing test and adjust is required as restrictions are lifted or imposed. Our staff continue to demonstrate how resilient and flexible they are and this has allowed a flexible approach to evolving circumstances. Consolidating on this experience will be essential to the organisation’s ability to react to strategic shock in the future.  Part of that resilience and future planning, is being addressed by a Corporate Delivery Review. The objective of this review is to look to the future, identifying what HLH needs to deliver increased effectiveness as well as improved efficiencies that will directly or indirectly support in the generation of income, reduction in expenditure and improvement in service delivery. It will ensure that the right resources are in place at the right time, with the flexibility and pre-determined plans to augment them if necessary, to enable the business objectives and Corporate Programme to be delivered. The review has already identified a number of small but quick wins operationally. It is at an early stage and updates will be provided to the Board in due course as the review progresses. |
| **5.**  5.1 | | **Risk Management**  The RAP is delivering within a high-tempo and rapidly evolving operational environment populated with known risks and many unknown parameters. |
| 5.2 | | Current key risks for the Charity are:   * Staff welfare issues around easing of restrictions, returning to work and fatigue * Major external issues affecting HLH ability to deliver services (Pandemic lockdown etc) * Inability to access the wider school estate and community lets * Non-achievement of income and failure to control expenditure * Impact of slowdown of Highland Council Capital Programme on our ability to grow income and meet targets |
| 5.3 | | As the RAP progresses, aligned with the Government’s route map, risks will be continuously reviewed in line with HLH governance. Additionally, as the focus shifts towards BAU operations, the full risk register, rather than the COVIDISED version is now being used. The most recent review of the full risk register took place at the F&A Committee on 17 May 2021 and by the HLH SMT on 27 May 2021. |

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| **6.** | **Implications** | |
| 6.1  6.1.1  6.1.2 | *Resource Implications* – The biggest challenge for HLH as a charity will be to re-build to the previous baseline and generate further growth. However, the brand and reputation is strong, underpinned by the thousands of customers who have supported HLH through the pandemic shutdown periods. *#bounce****back*** 2.0 campaign has received extensive coverage and is progressing on time and on budget.  That said, HLH remains confident that it can recover within FY 21/22 with some financial support.  Finally, there is huge scope for joint rationalisation between HLH and THC and as the pandemic abates, collaborative working will be expanded over the coming FY. | |
| 6.2 | *Risk Implications* – COVID-19 is already on the HLH risk register, and this RAP  is the part of the management plan to mitigate the risk as highlighted above. | |
| 6.3 | *Equality Implications* – there are no new equality implications associated with this report. | |
| 6.4 | *Legal Implications* – there are no new legal implications associated with this report. | |
| **Recommendation** It is recommended that Directors comment on and note:   1. RAP progress against the plan and the 7 key themes; 2. the continued collaborative working with the Highland Council (THC) regarding access to the school estate post lock down, whilst acknowledging that any continued restriction or prevention of access to the shared school/HLH estate and wider community lets access could further impact financial recovery; 3. that a strategic investment plan is critical to growth, and; 4. that the HLH main effort remains focussed on the ‘*new business as usual model’* and the creation of a strategic-level corporate programme management plan. | | |

Designation: Chief Executive

Date: 7 June 2021

**APPENDIX A**

**V11.1 – June 2021**

**Legend**

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| **Red** | **Serious issues requiring an action plan** |
| **Amber** | **Some issues but being managed** |
| **Green** | **On target and progressing to plan** |
| **Blue** | **Completed** |

**HIGH LIFE HIGHLAND – Recovery Action Plan (RAP)**

**Back to Business** – In December 2020, the First Minister announced that mainland Scotland would move to Level 4 Measures effective from Boxing Day. As a result HLH was no longer be able to provide many of its services and therefore moved to only essential staff being working from 26 December and until further notice.

The level 4 restrictions were lifted on 26 April 2021 with the majority of HLH Leisure and Library sites reopening and services recommencing, including those within the school estate in line with THC’s schools Position Statement. A list of the HLH facilities opening dates as at the time of this report is in the table below.

Learning from the initial phases demonstrated that the main challenges for HLH within its ‘*Bounce****Back***’ campaign were staff and customer confidence.

Customer confidence is being addressed through the COVID-19 management arrangements which HLH has in place and through the HLH marketing campaign as referred to in the report above.

Staff welfare issues around easing of restrictions, returning to work and fatigue were considered when HLH reopened its estate and managers and staff continued to work together, and where necessary, identify where preventative assistance and or early engagement with individuals was required to help mitigate any such occurrences. Managers were trained to assist them with issues arising as a result of staff being asked to return to work, with particular focus on supporting colleagues who may not wish to return to work or have particular concerns or issues that prevent them returning to work e.g. caring responsibilities or changes to shift patterns.

Finally, any continued restriction or prevention of access to the shared school/HLH estate and wider community lets access could further exacerbate our financial recovery. Access to one PPP facility at Portree is now starting to ease however, the decision on permitting external lets still has to be taken by the HC

**Senior Responsible Officer (**Sponsor and Owner**)** – Chief Executive

**Lead Officer for the Recovery Action Plan** – Simon Swanson – Corporate Programme Manager

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| **No** | **Action** | **Sponsor** | **Lead** | **Workstream Status** | **Blockers** | **Comments** |
| L.1 | Maintaining strategic overview of the RAP and reporting in line with the approved governance procedures | SW | SS | Completed |  | Completed – reporting and governance procedures approved by the HLH Board and implemented |
| L.2 | Liaison with the HC – SDC and re-opening obligations | SW | SS | Red | 1. The lack of Mears Cleaning staff to achieve both the enhanced cleaning within the school and other site obligations.  2. Topic to be considered by the HC on 28 May 2021 | Ongoing collaborative working with the HC staff – continual testing and adjustment to ensure alignment of the HLH RAP. Ongoing difficulties with regards to accessing the school PPP estate due to the lack of contracted FM resources. A similar theme is evident within the wider school estate however, HC FM teams have been very accommodating with HLH taking on a number of tasks to ease the situation. Discussions continue with THC property team to establish an acceptable solution to access the PPP estate in Portree and establish when school lets will resume to provide a parity of access throughout the highlands. |
| L.3 | Liaison with the HC – Risk management | SW | SS | Green |  | Reporting channels identified and clear - operating very well. Contractor resources being excellently deployed and managed by the HC through collaboration with HLH. |
| L.4 | Liaison with Trade Unions for terms and conditions discussions and future staff planning model talks | JWM | MM | Green |  | Trade Union support going forward will be a critical element to the RAP along with THC support within SDC discussions |
| L.5 | Refine financial planning scenarios for quarterly Board updates | SW | NJ | Green |  | Ongoing and continuous |
| L.6 | HLH to continue volunteer support to HC community hubs and develop the exit strategy as we return to business | DW | AM | Completed |  | Exit strategy deployed as part of the #bounce**back** campaign. Ability remains for HLH staff to volunteer whilst on furlough including the resourcing of COVID vaccination and testing centres. |
| **No** | **Action** | **Sponsor** | **Lead** | **Workstream Status** | **Blockers** | **Comments** |
| L.7 | Recommence capital discussions with the HC to enable acceleration of projects with highest ROI | SW | SS | Amber |  | Initial mtg held on 27 May 2021 |
| L.8 | Review HLH Capital programme and associated OBCs | SW | SS | Amber |  | Preliminary discussions already ongoing with the HC and **sport**scotland/UHI/HIE |
| L.9 | Provide H&S support for PMs throughout transition phases | JWM | CS | Green |  | Ongoing and continuous. |
| L.10 | Review possible external funding streams to assist with growth and development | SS | AM | Green |  | Ongoing and continuous. Collaborative working with the HC re applications for the levelling up fund ongoing. |
| L.11 | Customer and staff consultation to be developed at appropriate times to coincide with the Government’s route map phases | JWM | AJ | Completed |  | Completed |
| L.12 | Health & Wellbeing agenda for staff – support and assistance for the transition from furlough leave back to work | JWM | LB | GREEN |  | Ongoing and continuous. Monitoring for staff furlough/COVID fatigue during the return to work process. Additional training provided for managers for monitoring and assisting with returning staff. |
| L.13 | Capitalise on the increase in physical activity – encourage long term behavioural change | DW | GR/ET/ | Green |  | Medium to long term projects to be considered as part of the wider HLH offering |
| L.14 | Review opportunities for HLH countryside rangers- possible link to above | DW | MD | Green |  | To be considered within FY 21/22 |
| L.15 | Review of currently agreed business cases approved by the Board, to revalidate previous BC assumptions | SW | JW | AMBER | Works to be completed by the HC to permit hand over and reopening | Site meeting THC/HLH scheduled for 1st June to confirm schedule for handover and opening. HLH works to facilitate opening all on track. |
| **No** | **Action** | **Sponsor** | **Lead** | **Workstream Status** | **Blockers** | **Comments** |
| L.16 | Review current operating agreements with management committees – revalidate the viability and financial agreements | SW | SS | Amber |  | **Sites managed by management committees where they retain HLH membership income** – explore alternative operating and financial models for such sites to provide a more stable financial footing for the site and to aid future capital investment programmes for growth. Likely to commence FY21/22 |
| L.17 | Continue to develop on line leisure centre classes | DW | GR/ET/AH | Green |  | Ongoing |
| L.18 | Continue to develop on line library offering | JW | JC | Green |  | Ongoing |
| L.19 | Continue to develop the Archives online offering | JW | JM | Green |  | Ongoing |
| L.20 | Create and maintain a #bounce**back** media operational plan for the reopening of all sites throughout all phases | JW | AJ | GREEN |  | Ongoing |
| L.21 | Liaison with Cairngorms National Park for development opportunities at the HFM site for an open-air attraction for all year opening - £1M possible funding available | JWM | JM | Green |  | Possibility of a future project within the CNP capital programme to enable the HFM to become a year-round attraction. Project to be reviewed within the wider HLH Capital programme discussions with the HC |
| L.22 | Develop future funding strategies with **sport**scotland to align with HLH and HC capital programme | SW | SS | Green |  | Positive discussions between **sport**scotland and SW already taken place regarding current funding and future opportunities. Ongoing |
| L.23 | Staff training and development opportunities whilst on furlough and beyond utilising the iHASCO online provision already in place | JWM | MM/CS | Green |  | Line managers requested to encourage staff with their own CPD and continue with their online iHASCO training. Part of the return to work but also the H&W programme. iHASCO availability extended for staff due to COVID-19 |

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| **No** | **Action** | **Sponsor** | **Lead** | **Workstream Status** | **Blockers** | **Comments** |
| L.24 | Develop easing of lockdown visitor management strategy for HLH visitor attractions | JW | JM | COMPLETED |  | Strategy concluded that on line booking for all sites reopening in phase 3 to manage customer numbers. May be able to relax this once social distancing is relaxed. Completed |
| L.25 | Investigate environmental funding opportunities to improve the HLH estate | SW | SS | Green |  | Ongoing – Collaborative working with the HC on the installation of PV cells, LED lighting and Electrical Vehicle Charge points. |
| L.26 | Review the HLH Asset Management Plan – discuss opportunities with the HC | SW | SS | Green |  | Ongoing |

**APPENDIX B**

**Summary of HLH Board events and key decisions**

**19 March 2020 - HLH Board meeting**

* Initial estimates of deficit **£11.4m**
* Initial actions – staff safety and welfare; support Council in civil contingency; mitigate financial losses

**2 April 2020 - Special Meeting of HLH Board**

* Board Approval to make an application to HMRC on the UK Govt JRS scheme

**16 April 2020 - Covid-19 Situation report to HLH Board**

* Projected budget gap **£4,753m** (based on September re-opening)
* Update on Recovery Action Plan
* Update on financial mitigation plan

**14 May 2020 - Special Update to HLH Board**

* Update on JRS
* Update on Financial Scenario
* Update on Recovery Action Plan

**25 May 2020 - Finance and Audit Committee**

* JRS update
* Financial update **£4.384m** deficit

**18 June 2020 – High Life Highland Board Meeting**

* Financial update **£3.3m** deficit (sensitivity range **£1.3m** to **4.1m** (deficits))
* Further financial mitigation measures approved
* Approved removal of JRS scheme top-up of 20% for all furloughed staff
* Recovery Action Plan approved

**10 August 2020 - Finance and Audit Committee**

* Financial update **£1.5m** deficit (sensitivity range **£0.8m** to **1.8m** (deficits))

**16 November 2020 - Finance and Audit Committee**

* Financial update - net position of a positive variance to budget of **£1.68M - projected year-end deficit of circa £1.3M**.

**Dec 2020 – High Life Highland Board Meeting**

* Financial update - positive variance to budget of £1.68M with a projected year-end deficit of circa £560K.
* Recovery Action Plan update

**22 Feb 2021 - Finance and Audit Committee**

* Financial Update - positive variance to budget of £1.12M to the end of December;
* Projected year-end surplus of circa £1.65M

**4 March 2021 – THC Meeting**

* Confirmation of THC guarantee of £3.4m in FY 21/22

**24 March 21 – High Life Highland Board Meeting**

* Financial update - positive variance to budget of £1.53M with a projected year-end surplus of circa £1.68M.
* Recovery Action Plan update

**17 May 2021 - Finance and Audit Committee**

* Financial update – positive year end position subject to audit

**APPENDIX C**

**Update on HLH Properties**

|  | Facility name |  | Offering/Notes | Service |
| --- | --- | --- | --- | --- |
| 1 | Achiltibuie Library | OPEN | Browsing from 17th May | Libraries |
| 1 | Alness Library | OPEN | Click & Collect- Browsing date TBC | Libraries |
| 1 | Alness Sports Centre - New TBC | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Averon Leisure Centre | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Aviemore Community Centre | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Aviemore Library | OPEN | Click & Collect- Browsing date TBC | Libraries |
| 1 | Badenoch Centre | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Badenoch Library | OPEN | Click & Collect- Browsing date TBC | Libraries |
| 1 | Ben Nevis Visitor Centre | OPEN | Restricted Numbers | Leisure |
| 1 | Bettyhill Library | OPEN | Browsing from 7th June | Libraries |
| 1 | Black Isle Leisure Centre | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Broadford Library | OPEN | Browsing from 24th May | Libraries |
| 1 | CaféBotanics | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Craig MacLean Leisure Centre | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Cromarty Library | OPEN | Browsing from 17th May | Libraries |
| 1 | Culloden Academy Leisure Centre | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Dingwall Leisure Centre | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | East Caithness Community Complex - (Wick Library) | OPEN | Upper floor gym expansion into library requested | Libraries |
| 1 | East Caithness Community Complex - Wick High School - Leisure | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Fingal Centre | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Fort William Library | OPEN | Browsing from 17th May | Libraries |
| 1 | Gairloch Leisure Centre | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Highland Archive and Registration Centre | OPEN | Restricted Numbers with a booking system | Archives |
| 1 | Invergordon Leisure Centre & Public Toilets | OPEN | Restricted Numbers with a booking system - Creche to be used for Park Primary School | Leisure |
| 1 | Inverness Museum and Art Gallery | OPEN | Restricted Numbers with a booking system | Museums |
| 1 | Inverness Botanic Gardens and Nursery | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Inverness Leisure | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Inverness Library | OPEN | Browsing from 17th May | Libraries |
| 1 | Inverness Royal Academy Sports Centre | OPEN | Restricted Numbers with a booking system and Education expansion | Leisure |
| 1 | Lochaber Leisure Centre | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Lochaber Archive Centre | OPEN | Restricted Numbers with a booking system | Archives |
| 1 | Lochbroom Leisure Centre | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Lochcarron Library | OPEN | Browsing from 17th May | Libraries |
| 1 | Nairn Leisure Centre | OPEN | Restricted Numbers with a booking system. Pool reopen now but dry side having insurance works carried out due to a burst pipe. Currently waiting for confirmation of a completion date for these works. | Leisure |
| 1 | Nairn Library | OPEN | Browsing fm 17th May 21 | Libraries |
| 1 | Poolewe swimming pool | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Tain Royal Academy Community Complex (TRACC) | OPEN | Restricted Numbers with a booking system and Education expansion | Leisure |
| 1 | Thurso Leisure Centre | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Thurso Library | OPEN | Browsing fm 17th May 21 | Libraries |
| 1 | Wick Assembly Rooms | OPEN | Restricted Numbers with a booking system | Leisure |
| 1 | Brora Library | OPEN | 03-May-21 - Click & Collect- Browsing from 21st Jun | Libraries |
| 1 | Far North Mobile Library | OPEN | Door-to-door delivery- Browsing date TBC | Libraries |
| 1 | Fort William Mobile Library | OPEN | Door-to-door delivery- Browsing date TBC | Libraries |
| 1 | Glenurquhart Library | OPEN | 03-May-21 - Click & Collect- Browsing date TBC | Libraries |
| 1 | Kinlochleven Library | OPEN | 03-May-21 - Click & Collect- Browsing date TBC | Libraries |
| 1 | Lairg Library | OPEN | 03-May-21 - Click & Collect- Browsing date TBC | Libraries |
| 1 | Muir of Ord Library | OPEN | Browsing fm 17 May 21 | Libraries |
| 1 | Portree Library | OPEN | 03-May-21 - Click & Collect- Browsing date TBC | Libraries |
| 1 | Tain Library | OPEN | 03-May-21 - Click & Collect- Browsing from 21st June | Libraries |
| 1 | Ullapool Library | OPEN | 03-May-21 - Click & Collect- Browsing date TBC | Libraries |
| 1 | Ardnamurchan Library | OPEN | 10-May-21 - Click & Collect – Browsing date TBC | Libraries |
| 1 | Brora Mobile Library | OPEN | Door-to-door delivery- Browsing date TBC | Libraries |
| 1 | Culloden Library | OPEN | 10-May-21 - Click & Collect – Browsing fm 14th June | Libraries |
| 1 | Dornoch Library | OPEN | 10-May-21 - Click & Collect – Browsing from 21st June | Libraries |
| 1 | Fortrose Library | OPEN | 10-May-21 - Click & Collect – Browsing date TBC | Libraries |
| 1 | Golspie Library | OPEN | Browsing fm 17 May 21 | Libraries |
| 1 | Grantown Library/ Not Service Point | OPEN | 10-May-21 - Click & Collect – Browsing date TBC | Libraries |
| 1 | Helmsdale Library | OPEN | Browsing fm 31st May 21 | Libraries |
| 1 | Inshes Library | OPEN | 11-May-21 - Click & Collect – Browsing date TBC | Libraries |
| 1 | Invergordon Library | OPEN | 10-May-21 - Click & Collect – Browsing date TBC | Libraries |
| 1 | Skye and Lochalsh Mobile Library | OPEN | Door-to-door delivery -Browsing date TBC | Libraries |
| 1 | Ardersier Library | OPEN | Click & Collect from 14th June- Browsing date TBC | Libraries |
| 1 | Bonar Bridge Library | OPEN | Browsing fm 31st May 21 | Libraries |
| 1 | Dingwall Community Library | OPEN | Click & Collect fm 17th May – Browsing date TBC | Libraries |
| 1 | Dingwall Mobile Library | OPEN | Door-to-door Service- Browsing date TBC | Libraries |
| 1 | Gairloch Community Library | OPEN | Click & Collect fm 17th May- Browsing date TBC | Libraries |
| 1 | Invergordon Mobile Library | OPEN | Door-to-door service- Browsing date TBC | Libraries |
| 1 | Knoydart Library | OPEN | Click& Collect from 17th May- Browsing date TBC | Libraries |
| 1 | Library Support Unit | OPEN | Open on reduced hours- 9-12:30 (Mon-Fri) | Libraries |
| 1 | Mallaig Library | OPEN | Click & Collect fm 17th May- Browsing date TBC | Libraries |
| 1 | Moray Firth Mobile Library | OPEN | Door-to-door service- Browsing date TBC | Libraries |
| 1 | Plockton Library | OPEN | Browsing from 17th May | Libraries |
| 1 | West Ross Mobile | OPEN | Door-to-door service- Browsing date TBC | Libraries |
| 1 | Skye and Lochalsh Archive Centre | OPEN | 27 Apr 21 - Restricted Numbers with a booking system | Archives |
| 1 | All external pitches and playing fields within the Highlands | OPEN | U-18 March 2021 - Adult 17th May 2021Usage and capacities to increase as restrictions are lifted | Leisure |
| 1 | Aviemore Outdoor Education Store | N/A | Staff access only | Outdoor Activities |
| 1 | Nairn Splash Pad | OPEN | 26 Apr 21 | Leisure |
| 1 | Queens Park Office | N/A | Staff Access Only | Outdoor Activities |
| 1 | Torrin Outdoor Centre | Open | Single household bookings only | Outdoor Activities |
| 1 | Dornoch Tennis Courts | OPEN | Not manned | Leisure |
| 1 | HFM - Newtonmore | OPEN | 5 May 21 - Restricted Numbers with a booking system | Museums |
| 1 | Puffin Hydrotherapy Pool | Open | 10 May 21 | Leisure |
| 1 | Torridon Campsite | OPEN | 3 May 21 | Leisure |
| 1 | Caithness Broch Centre (Northlands Viking Centre) | OPEN | 17 May 21 | Leisure |
| 1 | Ferrycroft Visitor Centre | OPEN | 3 May 21 | Leisure |
| 1 | Hilton Community Centre | OPEN | 17 May 21 | Leisure |
| 1 | Thurso Gallery | OPEN | 17 May 21Restricted Numbers with a booking system | Arts |
| 1 | Whin Park | OPEN | Open with an operator | Leisure |
| 1 | Sutherland/Golspie Swimming Pool | OPEN | Restricted Numbers with a booking system | Leisure |
| 89 | Bellfield Park, inc. tennis courts, changing room, Inverness | TBC and incremental as elements are completed | Investment currently underway to bring the park back on line. Anticipated to be reopen by early Jun with elements coming on line prior to the as they become complete | Leisure |
|  | Auchtertyre Community Education Centre | TBC | TBC | Adult Learning |
|  | Caithness Archive Centre (Nucleus) | TBC | TBC | Archives |
|  | Caithness Horizons Museum | TBC | Due to open early Summer 2021 | Museums |
|  | Cameron Youth Centre | TBC | TBC | Youth Services |
|  | Canal Park - Rugby Club being operated as a catering facility by the rugby club | TBC | TBC | Leisure |
|  | Caol Youth Centre | TBC | TBC | Youth Services |
|  | Castle Viewpoint - North Tower | TBC | TBC | Museums |
|  | Charleston Academy Community Complex | TBC | Education expansion | Leisure |
|  | Craigmonie Centre | TBC | TBC | Leisure |
|  | Dingwall Academy CC | TBC | Education expansion | Leisure |
|  | Dingwall Town Hall | TBC | TBC | Leisure |
|  | East Church Hall - Cromarty | TBC | TBC | Leisure |
|  | Evanton Sports Centre | TBC | TBC | Leisure |
|  | Fortrose Community Theatre | TBC | TBC | Leisure |
|  | Fortrose Town Hall | TBC | TBC | Management & Admin |
|  | Highland Football Academy - Main Bldg incl internal and external artificial pitches | TBC | TBC | Leisure |
|  | HLH Office - Dingwall | TBC | TBC | Management & Admin |
|  | HLH Office, Ardross St, Inverness | TBC | TBC | Management & Admin |
|  | Invergordon Town Hall | TBC | TBC | Leisure |
|  | James Cameron Community Centre | TBC | TBC | Leisure |
|  | Jannie's Hoose | TBC | TBC | Youth Services |
|  | Joss Street Hall | TBC | TBC | Youth Services |
|  | Kingussie Tennis Court and Pavilion | TBC | TBC | Leisure |
|  | Kinlochbervie Youth Portacabin | TBC | TBC | Youth Services |
|  | Kinlocheil Outdoor Centre | Due to reopen for booking in Jun 21 | TBC | Outdoor Activities |
|  | Leanaig Centre - Ben Wyvis Primary School | TBC | Education expansion | Leisure |
|  | Leven Centre | TBC | Education expansion | Leisure |
|  | Lochaber High School - Leisure | TBC | TBC | Leisure |
|  | Lochaber Hydrotherapy Pool | TBC | Unlikely | Leisure |
|  | Macphail Centre | TBC | TBC | Leisure |
|  | Megacaf Melvich | TBC | TBC | Youth Services |
|  | Merkinch Community Centre | TBC | Not HLH lease - TBC | Leisure |
|  | Millbank Public Toilets, Thurso | TBC | HC to reopen | Leisure |
|  | North Coast Leisure Centre | TBC | TBC | Leisure |
|  | Northern Meeting Park, Inverness | TBC | TBC | Leisure |
|  | Old Library HLH HQ | TBC | TBC | Libraries |
|  | Outdoor Learning Equipment Store | TBC | TBC | Outdoor Activities |
|  | Phipps Hall | TBC | TBC | Leisure |
|  | Plantation Youth Centre | TBC | TBC | Youth Services |
|  | Raigmore Community Centre | TBC | TBC | Leisure |
|  | Spectrum Centre | TBC | Not HLH lease | Leisure |
|  | St Fergus Gallery | TBC | TBC | Arts |
|  | Strathpeffer Pavilion | TBC | TBC | Leisure |
|  | Strathpeffer Tennis Court | TBC | TBC | Leisure |
|  | Sunart Centre | TBC | TBC | Leisure |
|  | The Hub - Aviemore Youth Centre | TBC | TBC | Youth Services |
|  | The Place Youth Centre | TBC | TBC | Youth Services |
|  | The Seadrift Visitor Centre | TBC | TBC | Outdoor Activities |
|  | Thurso HLH Leisure Office HQ | TBC | TBC | Leisure |

**School Library sites Awaiting confirmation of return to public access use**

|  |  |  |  |
| --- | --- | --- | --- |
| Alness Academy Library | TBC | Space being used for School expansion | Libraries |
| Beauly Library | TBC | Vaccination centre | Libraries |
| Caol Library | TBC | Vaccination centre | Libraries |
| Charleston Academy Library | TBC | Space being used for School expansion | Libraries |
| Culloden Academy Library | TBC | Space being used for School expansion | Libraries |
| Dornoch Academy Library | TBC | Space being used for School expansion | Libraries |
| Farr High School Library | TBC | Space being used for School expansion | Libraries |
| Golspie High School Library | TBC | Space being used for School expansion | Libraries |
| Grantown Grammar School Library | TBC | Space being used for School expansion | Libraries |
| Invergordon Academy Library | TBC | Space being used for School expansion | Libraries |
| Inverness High School Library | TBC | Space being used for School expansion | Libraries |
| Kilchuimen Academy Library | TBC | Space being used for School expansion | Libraries |
| Kingussie High School Library | TBC | Space being used for School expansion | Libraries |
| Kinlochbervie High School Library | TBC | Space being used for School expansion | Libraries |
| Kyle of Lochalsh SP & Library | TBC | HC SP / Library | Libraries |
| Lochaber High School Library | TBC | Space being used for School expansion | Libraries |
| Mallaig High School Library | TBC | Space being used for School expansion | Libraries |
| Millburn Academy Library | TBC | Space being used for School expansion | Libraries |
| Nairn Academy Library | TBC | Space being used for School expansion | Libraries |
| Plockton High School Library | TBC | School expansion | Libraries |
| Tain Royal Academy Library | TBC | School expansion | Libraries |
| Thurso High School Library | TBC | School expansion | Libraries |