



# MAKING **LIFE** BETTER

**Report and Financial Statements**  
**Aithisg agus Aithrisean Ionmhasail**  
31 March 2023 | 31 Màrt 2023

COMPANY  
INFORMATION  
FIOSRACHADH  
COMPANAIDH

DIRECTORS

M Tate  
M Golding  
A Jarvie  
D Finlayson  
I Campbell  
K Nicol  
M Hutchison  
N Finnigan  
T Ligema  
R Henry  
K Ross

COMPANY SECRETARY  
S Fraser

AUDITORS

Saffery LLP  
Kintail House  
Beechwood Park  
Inverness  
IV2 3BW

BANKERS

Virgin Money  
15 Academy Street  
Inverness  
IV1 1JN

REGISTERED OFFICE

Highland Archive Centre  
Bught Road  
Inverness  
IV3 5SS

High Life Highland  
A company limited by guarantee  
Company Number SC407011  
Charity Number SC042593

High Life na Gàidhealtachd  
Companaidh cuibhrichte le  
barrantas

Contents  
Clàr-innse

The Story So Far An Sgeul gu Ruige Seo	2
Report of the Chair Aithisg a’ Chathraiche	4
Report of the Chief Executive Aithisg an Àrd-Oifigeir	6
Trustees’ and Directors’ Report – including the Strategic Report Aithisg nan Urrasairean is nan Stiùirichean – a’ gabhail a-steach na h-Aithisg Ro-innleachdail	8
Report of the Independent Auditors Aithisg an Luchd-sgrùdaidh Neo-eisimeileach	42
Group Statement of Financial Activities Aithris Buidhne air Gnìomhachd Ionmhasail	48
Company Statement of Financial Activities Aithris Companaidh air Gnìomhachd Ionmhasail	49
Group Balance Sheet Cunntas Cothromachaidh Buidhne	50
Company Balance Sheet Cunntas Cothromachaidh Companaidh	51
Notes to the Financial Statements Notaichean do na h-Aithrisean Ionmhasail	52



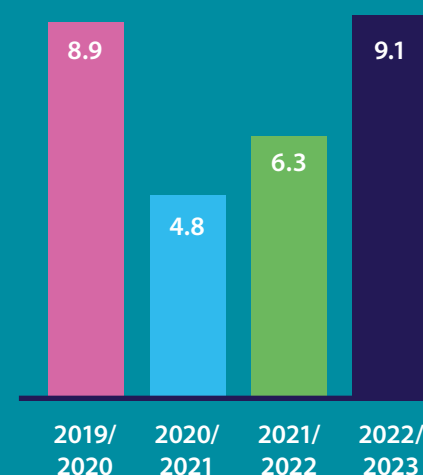
# 43 facilities and services

Enabled savings to The Highland Council since formation

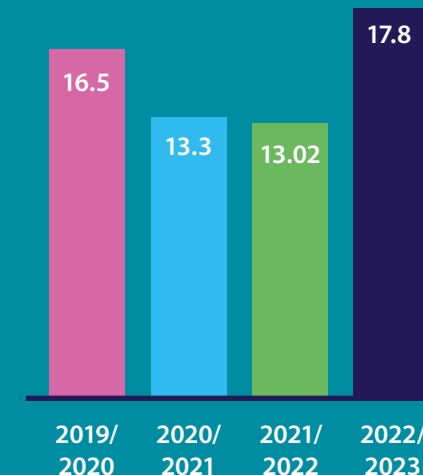
## £32,276,670



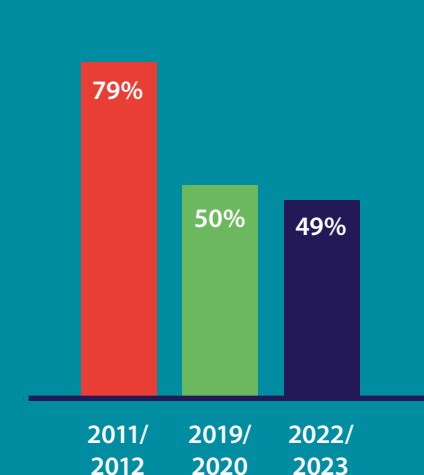
Customer Engagements (Millions)



Income generated (£ Millions)



Reliance on Council Funding



### Customer Engagements

Adult and Youth	64,222	88,093
Archives	1,742,751	2,544,819
Arts and Museums	262,250	234,434
Leisure	1,377,339	2,162,282
Libraries	2,574,221	3,735,889
Music Tuition	84,245	97,166
Countryside Rangers	6,204	11,322
Sport and Outdoor Activities	106,651	275,522
<b>Total</b>	<b>6,217,883</b>	<b>9,149,527</b>

### 2021/22

64,222
1,742,751
262,250
1,377,339
2,574,221
84,245
6,204
106,651
6,217,883

### 2022/23

88,093
2,544,819
234,434
2,162,282
3,735,889
97,166
11,322
275,522
9,149,527

### 2022/23 New Operations



## The Story So Far

### An Sgeul gu Ruige Seo

### Effectiveness

Since it was set up in 2011 High Life Highland has proven to be both efficient and effective in delivery public services on behalf of The Highland Council. In 2011/12 it had 2.3 million customer visits across its nine service areas. By 2019/20 this had almost quadrupled to nearly 9m and the services it delivers have become significantly more important to the people of the Highlands than they have ever been. During the pandemic these numbers expectedly fell but already these have risen to 9.1m customer visits for 2022/23 (in person and online).

### Efficiency

As the growth in customer numbers was being achieved, the charity was becoming more efficient – when it was set up in 2011/12 79% of its funding came from The Highland Council and by 2022/23 this had reduced to 49%. This balance of efficiency and effectiveness has enabled High Life Highland to deliver £32m in savings to The Highland Council over 11 years.

### Adaptability

Part of the growth has been due to High Life Highland's willingness to adapt, take risks and deliver new services and while High Life Highland started out with nine service areas it now has 10 and has taken on a total of 43 new buildings and services in the eleven years of its existence.



# Report of the Chair

## Aithisg a' Chathraiche



During this financial year we have achieved growth, in both income and customer engagements, that has been the highest in the history of the charity. Despite this, we continue to face significant financial pressures primarily caused by pay increases for our staff (our people account for 83% of our cost base), inflation across our cost base and post pandemic recovery.

The board has taken significant steps to support the Chief Executive and his team on the journey of continuous improvement across all services. Positive consultation on new ways of working with staff and trade unions has enabled a reduction in our office estate of 70%. Moreover, careful governance of our delivery model and pricing strategies, whilst working in close partnership with The Highland Council, has stabilised our position and allowed for significant growth and recovery.

Having expended most of our reserves during the past financial year we have embarked on a comprehensive review of our Service Delivery Contract with The Highland Council. The purpose of the review is to pursue an outcome where: the services delivered by High Life Highland are affordable to The Highland Council; High Life Highland has a financially sustainable delivery model and that joint working between the two organisations continues in order to ensure that the services that we deliver remain relevant and affordable to Highland Communities.

I would like to thank and acknowledge the significant support we continue to receive from our sole shareholder and key partner The Highland Council as we work together to make life better for Highland communities.

As the economic development takes shape around Opportunity Cromarty Firth and the renewables, tourism and food and drink sectors continue to flourish, High Life Highland will continue to play a crucial part in supporting partners by creating services that make the Highlands an attractive place to live, visit, invest in and study.

High Life Highland could not achieve the breadth of what we do without strong partnerships and collaborations, we will continue to build on these networks and create new ones as we work on our shared ambitions for the social and economic future of the Highlands.

Our charity is made up of exceptional people with real passion and expertise. There is so much more than I could highlight in this brief introduction. Please read on to discover much more about the achievements of our teams over the past year. I hope, like me, you will be inspired by what it reveals.

**Mark Tate**  
Chair

# Report of the Chief Executive Aithisg an Àrd-Oifigeir



Given the current cost of living challenges, access to sport, leisure and culture is arguably more important than ever for the positive benefits that it brings to physical, mental and social health and wellbeing. We need to continue to innovate to consolidate on the growth of our income and will continue to work with partners, both local and national to ensure that our sport and cultural programmes are at the heart of the post-pandemic social and economic renewal of the Highlands.

Whilst our annual review reflects on another year responding to the challenges imposed by macro-economic factors and the lingering effects of the Pandemic, it also demonstrates our steadfast commitment to engaging with communities across the region by keeping to our purpose to **make life better** by providing affordable access to opportunities in sport, leisure and culture across the length and breadth of our beautiful region.

Multi-agency investment has seen the Inverness Castle Project remain on track in respect of timing, content and budget, with the innovative and original **Spirit of the Highlands** theme creating tangible excitement about the project. With opening scheduled for 2025, the Inverness Castle Experience will be a hugely important opportunity to support the tourism and hospitality sectors across the whole of the Highland region. Likewise, the three projects supported by the Levelling Up Fund at the Bught Park, Northern Meeting Park and the Castle Street Energy Centre will see investment in these sporting and cultural venues, while contributing to the region's net zero carbon targets.

This year has seen us develop and refine our values that form the glue that holds the whole organisation together. **i-care** represents our collective commitment to: **integrity, community, accountability, respect and example**. Our values come directly from employees at every level within the organisation and will allow us to lead and deliver in a manner that reflects the character of the charity.

We fundamentally believe that everyone deserves a fulfilling Highland lifestyle, the following pages demonstrate some of the work that we are undertaking to make this happen. Every example is made possible through the dedication of our incredible staff, volunteers and the support that we receive from the Highland Council, underpinned by the generosity of our customers, funders and donors. I hope that the annual review brings some of what we do to life, but the best way to experience the services offered by High Life Highland, is by visiting us during the next year – a warm Highland welcome awaits.

**Steve Walsh, OBE**  
Chief Executive





## Trustees' and Directors' Report – including the Strategic Report at 31 March 2023

**Aithisg nan Urrasairean  
is nan Stiùirichean – a' gabhail  
a-steach na h-Aithisg  
Ro-innleachdail  
aig 31 Màrt 2023**

The Trustees, who are also the Directors of the Company for the purposes of Company law, present their report and the group financial statements for the year to 31 March 2023.

The financial statements have been prepared in accordance with the accounting policies set out in note 1 to the financial statements and comply with the Company's Memorandum and Articles of Association, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland).

Regulations 2006 (as amended), the Companies Act 2006, and the Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102).



# Formation of High Life Highland Cruthachadh High Life na Gàidhealtachd

High Life Highland is a charitable Company limited by guarantee, registered in Scotland. Its registered office address is Highland Archive Centre, Bught Road, Inverness, IV3 5SS (Company number SC407011, Charity number SC042593). It is a subsidiary of The Highland Council, by virtue of it being the sole member of the company and having the power to appoint its Directors. The Company was formed on 8 September 2011 to deliver a range of community learning and leisure services on behalf of The Highland Council and was registered as a charity on 15 September 2011.

It has one subsidiary Company: High Life Highland (Trading) C.I.C. (Community Interest Company) (Company number SC408067) whose principal aim is to generate funds which will be utilised by the charity in pursuit of its charitable objectives.



## Principal activities and objectives Prìomh ghnìomhachd agus mhion-amasan

The principal activities of the Company are to develop and promote opportunities in culture, learning, sport, leisure and health and well-being.

The Company's aim is to be acknowledged and respected as the leading organisation for developing and promoting opportunities in these areas and to grow the business in a sustainable way by providing services that the public value and by being viewed as a trusted partner making the Highlands a better place to live, work and visit.

HLH operates across the Highlands of Scotland, currently within the geographical boundary of The Highland Council's administrative area.

**The main business of the Company is the delivery of a Service Delivery Contract for The Highland Council across 10 areas of work;**

- Adult Learning
- Archives
- Arts
- Countryside Rangers
- Leisure Facilities
- Libraries
- Museums
- Music Development
- Sport
- Youth Work

## Directors Stiùirichean

**The trustees, who are also the Directors for the purposes of Company law, who served the charity during the year, and up to the date of signing the financial statements were:**

**M Tate**  
**M Golding**  
**W Ross (Resigned 14/03/23)**  
**D MacLachlan (Resigned 14/03/23)**  
**S Rawlings (Resigned 01/09/23)**  
**A Jarvie**  
**D Finlayson**  
**I Campbell**  
**K Nicol**  
**N Finnigan**  
**T Ligema**  
**M Hutchison**  
**R Henry (Appointed 14/03/23)**  
**K Ross (Appointed 14/03/23)**

There are no Directors' interests requiring disclosure under the Companies Act 2006.

The Board consists of 8 independent Directors and 4 Highland Council nominated Directors. The retiral and replacement of the Directors is also governed by the Articles of Association.

The Company has a nominations committee, the purpose of which is to oversee the selection of Directors to the Board and to make recommendations for appointment to the Council. In carrying out its function the committee set an appropriate skills matrix to guide it through the selection and evaluation process. Nominations are sought from a range of appropriate sources. Once appointed, Directors undergo induction and training in line with the established recruitment process for Directors.

The strategic management and policy decisions of the Company are the responsibility of the Board of Directors who are elected under the terms of the Company's Articles of Association. The day to day management of the Company is the responsibility of the Chief Executive, Steve Walsh in consultation with the appointed Service Directors; Director of Corporate Performance, Douglas Wilby; Director of Inverness Castle, Fiona Hampton; Director of Culture & Learning, John West and Director of Sport, Leisure & Safeguarding, James Martin. The pay of key management personnel is part of the Highland Council Payscale, subject to NJC national agreement.

The Company has an established Finance and Audit committee, the purpose of which is to assist the Board of Directors in fulfilling its responsibilities with regard to the Company's financial reporting, Audit and the company's internal control procedures including risk management. The Company has a Chief Executive Performance Review Committee whose remit is to agree the annual performance objectives and targets of the Chief Executive.

## Our advisors An luchd-comhairleachaidh againn

Our advisors are listed on page 2.





# Objectives and activities

## Mion-amasan agus gnìomhachd

The Company has identified 11 business outcomes which form the basis of its work. These business outcomes shape and inform the operational plans for each of the 10 services.

**The 11 business outcomes identified are:**

- Seek to continuously improve standards of health and safety.
- Commit to the Scottish Government's zero carbon targets and maintain the highest standards in environmental compliance.
- Use research and market analysis to develop and improve services to meet customer needs.
- Increase employee satisfaction, engagement and development to improve staff recruitment and retention.
- Improve the financial sustainability of the company.
- Value and strengthen the relationship with THC.
- Develop and deliver the HLH Corporate Programme and seek to attract capital investment.
- Use research and market analysis to develop and deliver proactive marketing and promotion of HLH and its services.
- Initiate and implement an ICT digital transformation strategy across the charity.
- Develop and strengthen relationships with customers, key stakeholders and partners.
- Deliver targeted programmes which support and enhance the physical and mental health and wellbeing of the population and which contribute to the prevention agenda.

**In striving to achieve these outcomes, the Company has regard to 8 core values:**

- To act ethically, legally and safely
- To provide quality services, important to individuals and communities
- To balance community, social and financial objectives
- To encourage and enable innovation and entrepreneurship
- To continue to be a good employer and partner
- To reduce the environmental impact of the organisation
- To contribute to achieving zero carbon targets
- To promote diversity and inclusion

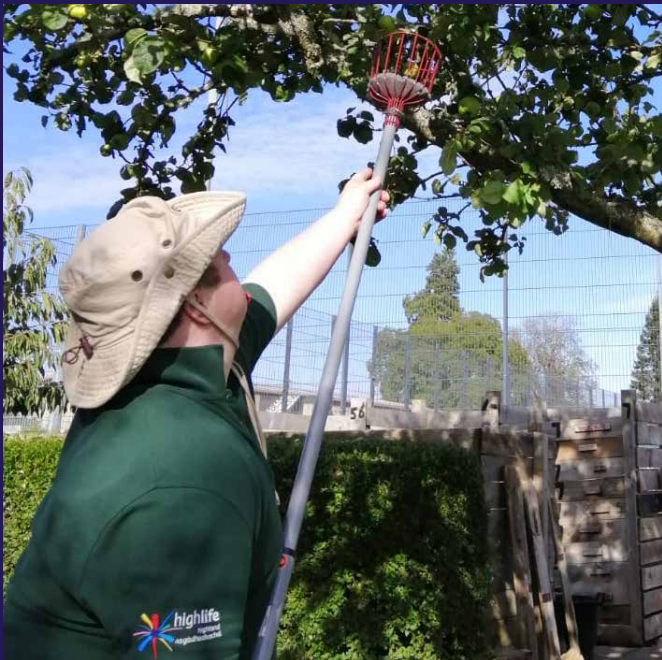
On 8 September 2011 the responsibility for the delivery of culture and leisure services on behalf of The Highland Council was entrusted to HLH. The transfer process involved the transfer of the employment of in excess of 800 employees and the assumption of the management of over 117 buildings and 80 open spaces. Ownership of all the buildings and open spaces is retained by The Highland Council. The fixtures and fittings within these buildings were sold by The Highland Council to High Life Highland for £1.

Transfer of management of over

800	117	80
employees	buildings	open spaces



# Disabled employees Luchd-obrach ciorramach



The Company and group give full consideration to applications for employment from disabled persons where the candidate's particular aptitudes and abilities are consistent with adequately meeting the requirements of the job.

Opportunities are available to disabled employees for training, career development and promotion.

Where existing employees become disabled, it is the group's policy to provide continuing employment wherever practicable in the same or an alternative position and to provide appropriate training to achieve this aim.

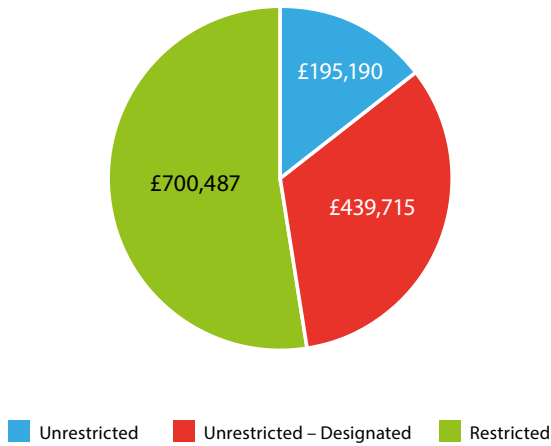
# Reserves policy Poileasaidh chùl-stòran

The purpose of the reserves policy is to advance the charitable objectives of the Company with the Directors agreeing a target of 3% of the total budget for reserves.

In the current challenging economic environment of significant inflationary increases in wages and operating costs it is likely that, in addition to financial support from its parent organisation Highland Council, the charity will require to utilise the remainder of its unrestricted, undesignated reserves in financial year 2023/24 with limited scope to achieve the target of 3% in the short to medium term.

The total reserves held at year end excluding the unrecognised pension asset of £6,625,000 (2022 Liability – £25,763,000) was £1,335,392 (2022 – £3,162,770), of which £634,905 (2022 – £2,475,393) was unrestricted and £700,487 (2022 – £687,377) was restricted. Of the £634,905 unrestricted reserves, £139,715 has been designated for capital works at Inverness Leisure following the transfer of business from Inverness Leisure to High Life Highland on 1 April 2016 and £300,000 has been designated for backpay related to the remodelling of the company's pay structure. The uncommitted, unrestricted reserve balance of £195,190 at 31st March 2023 represents 0.6% of budgeted turnover, £826,000 below the target of 3%.

The following chart illustrates the breakdown of reserves at 31 March 2023:



Total reserves held at year end

£1.3m

# Results and Performance Toraidhean agus Coileanadh

Full details of the results are included in the Strategic Report.







# Plans for the future

## Planaichean airson an ama ri teachd

The Company has prepared a Business Plan covering the period to March 2027 which clearly sets out its objectives and plans for the future.

The Company intends to be recognised and respected as the leading organisation in the Highlands for developing, promoting and inspiring opportunities in culture, learning, sport, leisure, health and wellbeing.

As part of the Business Plan, the Service Directors have prepared operational plans in collaboration with the Charity's Heads of Service. These operational plans are used to guide activity across the charity in a co-ordinated, measurable way.



# Investment policy

## Poileasaidh cur an seilbh

The Directors are governed by the Memorandum and Articles which permit funds to be invested as the Directors see fit.



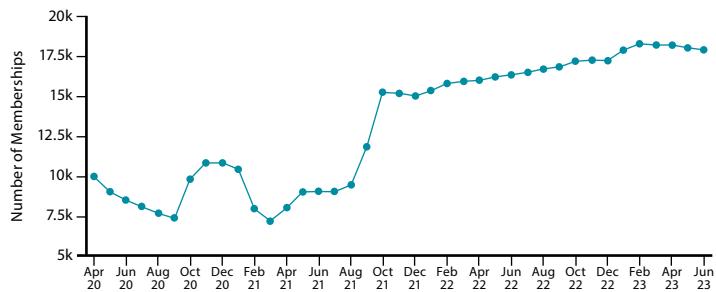
# Review of the Business

## Ath-sgrùdadh dhen Ghnothachas

The organisation has continued to recover from the impact of the Pandemic.

The High Life product continues to offer excellent value for money and remains hugely popular with Highland residents. A focus on marketing the highlife scheme to families and corporate customers has led to income levels recovering to pre-pandemic levels with growth in highlife membership income increasing over 200% during the period from March 2021 to March 2023. That said, inflation and the effect of continuing to ensure that our employees receive a fair pay award continues to present challenges in terms of ongoing financial sustainability.

A successful outcome from the forthcoming review of our contract with The Highland Council is paramount in ensuring continuity of the services that are so vital to the physical, mental and social health and wellbeing of Highland communities are protected and continue to thrive.



# Key Areas of Focus

## Prìomh Rointean Fòcais

The Board of Directors in reviewing the Company's opportunities for growth and potential have prioritised the following areas:

- Increasing *highlife* subscriptions
- Development of catering
- Increasing donations
- Events and festivals
- Visitor attractions
- Prevention agenda
- Levelling Up Fund projects



# Adult Learning

## Ionnsachadh Inbheach

After years of planning, Adult Learning were delighted that families and adult learners were able to attend workshops offered in partnership with Dynamic Earth around the topic of deep-sea science and exploration. Activities included an early years ocean-themed storytelling session including songs, games and crafts, ocean inspired artwork and a deep sea family art & science session.

Activities encouraged participants to learn about new discoveries and methods of exploring the deep sea, engage in conversation about the health and future of our oceans and get creative with new ways to represent ocean species through artwork. We are particularly excited about a legacy artwork project themed around the deep sea.

Feedback from participants was overwhelmingly positive with one participant saying: 'this was stimulating on many levels: cognitively, physically, spirit lifting'.

HLH Learning for Life have been working with Lochview Training Centre on a new health and wellbeing project called 'Fresh Shoots'. The project combines growing, cooking and creative learning on Lochview Croft near Lairg.

The first week was spent measuring the polytunnel space for raised beds and sampling different fruit and herbal teas which we can grow and prepare on site. So far the raspberry leaf tea is proving the most popular with mint tea a close second!

The group have also been designing ideas for a wellbeing garden and getting ready to plant seeds. The group is developing their numeracy and communication skills while working with others. In between tasks we are enjoying getting to know some of the croft animals!



# Health & Wellbeing

## Slàinte & Sunnd

A new programme called Live It Highland is being provided by High Life Highland in partnership with NHS Highland to support people affected by type 2 diabetes. The sessions are either face-to-face in various community locations or online. They provide helpful information about type 2 diabetes to help people to manage the condition to fit in with their lives. The sessions are free and open to anyone with pre-diabetes or with type 2 diabetes.

High Life Highland supported Time to Talk Day in partnership with the Highland Community Planning Partnership. Time to Talk Day, which took place on Thursday 2 February 2023, is the nation's biggest mental health conversation. The day was about encouraging friends, families, communities and workplaces to come together to talk, listen, and maybe even change lives.

# Gaelic Inclusion

## In-ghabhail Ghàidhlig

Am Baile, a bi-lingual cultural heritage website managed by the HLH Highland Archive Service has seen increasing customer engagement and in 2022/23 had 147,258 visits.

HLH libraries has a Gaelic book collection and delivers Gaelic Bookbug (0-4 age rhyme, song and storytelling sessions with parents/carers).

Gaelic Sports Leadership Courses are available to young people and resources available for primary school leadership training.

**147,258**  
visits to Am Baile website in 2022/23



# Archives, Art and Museums

## Tasglannan, Ealain agus Taighean-tasgaidh

The hugely popular 'Learn with Lorna' weekly webcast has nearly 150 episodes which are broadcast live on a Thursday at 11am on all four centres' Facebook pages and subsequently uploaded to the High Life Highland YouTube channel where all previous episodes can be viewed. It also featured on the STV evening news.

The Archive service continue to use their collections to support people at all stages of learning. In March 2023 they worked with some 800 primary school pupils (including pupils from Muirtown, Duncan Forbes, Invergarry, Central and Dingwall) to look at subjects from WWI and WWII to the history of the local area, the Jacobites, and the monarchy. They have supported Fortrose Academy and Glen Urquhart High School's careers events and have spoken to and welcomed student groups from the University of the Highlands & Islands and the University of Glasgow.

Quilt works by Mark Lomax was displayed in the Main Art Gallery over 2 month period. The quilt has a rich history that crosses many social and cultural boundaries. For some it is the means of expressing personal themes and ideas; for others a rich social tradition in which communities come together in fruitful collaboration. For Mark Lomax the quilt is both of these.

However, Mark creates his quilts from materials more commonly used in the building trade. Cement, filler, wood, wire and metal sheeting are combined with paint and recycled textiles to produce the rich surfaces and intricate textures that make up his finished pieces. The quilt is the perfect vehicle for exploring Lomax's interests in memory, personal and social identity, history and culture.

# 150

episodes of weekly webcast  
'Learn with Lorna'

### Inside the historic Hebridean Blackhouse at the Highland Folk Museum

Museums are the largest donation generating service within HLH. Whilst COVID restrictions were in place cash transactions were generally discouraged and now, even though restrictions and safeguarding measures are no longer in place, visitors are less likely to carry cash. They are also now very familiar with tapping their credit/debit card to pay for services.

In response to this changing visitor habit and to ensure that donations income didn't reduce as a result, three new Tap to Donate machines were purchased and installed at Highland Folk Museum, Inverness Museum and Art Gallery and North Coast Visitor Centre.

### Observational Drawing classes

Five friendly and relaxed classes were held using the simplest of drawing materials, pencils and charcoal, exploring a variety of subjects to learn from and build your confidence.

The museums team took advantage of several external funding and partnership opportunities to enable a range of projects. These included the development of reminiscence and learning resources, youth group summer day visits, historic buildings refurbishment and exhibition development. External funding also enabled a significant digital project at Highland Folk Museum, creating a legacy of 360-degree digital tours of its historic buildings and unique collections.





Image courtesy of Mather & Co

## Inverness Castle Project Pròiseact Caisteal Inbhir Nis

A series of audio interviews gathered in communities across the Highlands and Islands by Smartify (the audio-visual content partner for the Spirit of the Highlands and Islands project) were released on Valentine's Day. The interviews highlighted 'a different kind of love' giving snapshots into peoples' favourite places, memories and what they believe to be the 'spirit' of the Highlands and Islands. A series of focused discussions on topics of significance to the natural and cultural heritage of the region which showcase a community love for storytelling were also released.

The design team from Tapestry of the Highlands and Islands recently met with community stitchers from around the Lochcarron area, in one of a series of in-person workshops which also included Helmsdale, Ullapool and Inverness. As part of the gathering they were joined by the Lochcarron Weavers with a donation of tartan for use in the tapestry. The stitcher gatherings were full of creativity and enthusiasm, with lots of learning and friendships being developed. It was an opportunity for the community stitchers to share techniques, meet fellow stitchers and work with the materials, yarns and resources that will be showcased in the 52 panels created for the project.

On behalf of The Highland Council, High Life Highland announced that leading augmented and virtual reality studio, Zubr Curio – who specialise in digital interpretation for museums, galleries, libraries and heritage sites – was awarded a contract to create additional digital elements for the Tapestry of the Highlands and Islands. Zubr Curio are creating innovative interactive technology to enhance the physical artwork and the stories within the embroidered panels already being developed as part of the Tapestry of the Highlands and Islands project. The panels will be brought to life for new audiences, providing a unique experience that will allow interaction with the artwork itself using animation, interactive filters, video and interview pieces. High Life Highland is working with Zubr Curio to plan a trip around the region capturing interviews from stitching volunteers and landscape pieces to enhance the digital interpretation of the tapestry.

**660**  
community based stitchers

STRATEGIC REPORT | AITHISG RO-INNLEACHDAIL

## Inverness Botanic Gardens Gàrraidhean Luibh-eòlais Inbhir Nis

We have built a new outdoor classroom. Funded by a generous donation from HSBC bank of £37,600. It will be used to support our program of horticultural training for the Grow Project gardeners

There has been extensive work over the last 12 months renewing our heating and control systems in the glasshouses. The new boiler, insulated pipe work and thermal screening will substantially reduce our carbon footprint and running costs.

We ran free apple pressing sessions for the public every weekend in September and October. These were incredibly popular with more than a 1000 litres of freshly pressed local apples juiced.

The Grow Project numbers have reached record levels and now supports **more than 30 ASN Grow Gardeners**. Volunteering numbers are also at a record high with **more than 35 active volunteers**.



Fully committed to recycling

**100%**

and is sector leader of carbon reduction and biodiversity





# Investment in Leisure Centres

## Tasgadh ann an ionadan cur-seachad

51 people living in Dingwall and the surrounding area took up the invitation to visit Dingwall Leisure Centre during the open weekend on Saturday and Sunday 28 and 29 January 2023. The open weekend gave an opportunity for everyone to explore the facilities on offer, including the upgraded gym equipment.

People living in Culloden and the surrounding area were invited to get to know the facilities on offer at their local leisure centre when an open day was held there on Saturday 25 February 2023. The Centre benefited from recent work, as part of an ongoing programme to upgrade gyms and increase income.

An open day was also held at the Black Isle Leisure Centre who have also expanded the space to provide more fitness equipment to their customers.



## Leisure Cur-seachad

High Life Highland runs a learn to swim programme which had an average of

**3,208** individual participants per month during 2022/23.

HLH provides access to leisure facilities for **50p per visit** for families who are in receipt of income related benefits

HLH has recently engaged with a number of Highland businesses to offer them a Corporate highlife subscription package for their staff. **45 businesses** have taken up the programme and **2,748 of their staff have engaged** with it. [www.highlifehighland.com/corporate-membership/](http://www.highlifehighland.com/corporate-membership/)

### Promotions

10 days for £10; Move it to Lose it; autumn marketing campaign; Bring a Buddy; Every Membership Counts; UHI freshers' week; Black Friday; Refer a Friend; HIE all staff event; Care and Learning Alliance staff day; Strathdearn Community Development Company health and wellbeing event; Highland Games and European Pipe Band Championships promotions



# Libraries Leabharlannan

3.7m  
visits

- After a week-long, Highland wide, series of site visits by the external assessor HLH Libraries were awarded Customer Service Excellence accreditation, achieving full compliance against all criteria while also being recognised as being sector leading 'Compliance Plus', on 23 of the 57 criteria. This prestigious award has been developed by the UK Cabinet Office to acknowledge excellence in public services. The service is now one of the top performing services in the country.
- HLH Libraries enjoyed 3.7 m visits in 2022/23. This included 1.4m visits to library buildings, with footfall rising to 75% of pre-pandemic levels by the end of the year as customers returned to their libraries and library events and activities were reintroduced. Virtual footfall resulted in 2.3m visits with levels similar to those achieved in 2021/22.

- In the wake of the pandemic, partnership links with NHS Highland were further strengthened throughout the year. A community-led support hub was launched at Nairn Library. The drop-in hub brings together organisations within the community who are able to support local health needs, offering advice and support to individuals where required.

An NHS Near Me hub opened at Thurso Library. Near Me is a confidential and secure service which allows NHS patients to attend their pre-arranged appointment using a video call, rather than attending in person. For those who do not have digital access from home, the service is being made available via a number libraries throughout Scotland. Scottish Library and Information Council funding has been secured to expand the service to other libraries throughout the Highlands including, Nairn, Inverness, Lochcarron, Lochaber libraries and mobile libraries.



## Music Development Leasachadh Ciùil

High Life Highland hosted the Benedetti Foundation to schools in the area for a week of music residency sessions from 13 to 17 February 2023. A series of school visits over the first three days of the residency saw over **1,200 primary school pupils** involved in the inspirational activities including exploring rhythm, pitch, listening, singing and having fun. Primary school teachers from around the Inverness area received their own training event entitled 'Building Confidence Teaching Primary Music', delivered by Lucy Drever, Head of Creative Learning at the Foundation.

The final, and largest event of the week saw 400 young strings players descend on Inverness Leisure for an inspirational day of ensemble playing. These young players worked on two pieces with their HLH Music Instructors at weekly lessons. The event was designed for beginner string players, including many who had only just started to play, so that they can experience the joy of music-making in a group setting.





# Youth Work Obair Òigridh

- The Testing for Change initiative aimed to try something innovative around youth participation i.e. empowering young people to have a stronger and meaningful voice in aspects of service delivery.

7 groups of young people from across Highland took responsibility for deciding how to award funds to local youth groups and individuals. Over 25 grants were given out ranging from £130 to £1,500 (total £25,154.35). The innovative part was that the young decision makers were remunerated for their work ranging from vouchers, group trips and activities (totalling £2,580).

Examples of what was supported – Duke of Edinburgh equipment for less well off; gardening equipment; kitchen equipment; pool table; guitar; bicycle; mountain biking equipment; strips for girls football team; arts & crafts; outdoor sporting equipment; boxing club equipment; hall hire; shinty sticks; trips for P7/S1 transition group; games equipment; laptop for young carer; help with living expenses before starting college / work; wellbeing packs; Mental Health & Wellbeing sessions; youth club furniture; refreshments; cooker; fridge; gaming group comfy chairs; Switch and Xbox; TV; theatre trip; Awards (John Muir fees).



Highland Youth Convenor – Anja Johnston receives her Gold Leadership hoodie presented to her by Steve Walsh during the June 2022 Highland Youth Parliament Conference.

- The youth team was successful in being awarded money from the Highland Coastal Communities Fund to support two projects, in Ullapool and in Thurso. Funding was for one year and offered opportunities for targeted groups of young people to get involved in things they wouldn't normally have access to – outdoor education, residentials, activities that improved their health and wellbeing, and one to one support with youth workers. There were improvements in school attendance which, linked to the taking of various youth achievement awards, has helped all participants towards positive senses of achievement, improved their self confidence and improved their chances of moving to positive destinations after leaving school.
- The After Dark initiative in Nairn has been a collaboration between HLH youth workers and Active Schools staff. One major impact of the lockdowns during the pandemic was on children moving from primary to secondary school: they missed many of the interventions their predecessors over the years had in terms of transition. After Dark was aimed at S1 and S2 pupils, who were invited to participate in after school multi activity sessions and they were encouraged to sign up to the charity's Leadership Programme. Sessions were accessible to young people with additional needs who flourished in a safe space. Observable outcomes included better communication skills, working effectively with others and problem solving.



## Leadership Programme

**5,583**  
young leaders have come through the programme

**768**  
have registered in this academic year

This amounts to at the very least 19,500 leadership hours

628 Hoodies awarded this academic year

- 8 Gold Hoodies were awarded in this academic year for 500 hours of Leadership
- 14 red Hoodies
- 61 Green Hoodies
- 113 Purple Hoodies
- 42 Silver Hoodies
- 390 Navy Hoodies

There were also 61 T-shirts awarded

## Choose to lead awards

Level 4 Reg  
**55**  
19 passed 36 ongoing

Level 5 Reg  
**17**  
6 passed 11 ongoing



# Countryside Rangers

## Maoir-dhùthcha

The countryside ranger team made progress in digital engagement with the general public. This was achieved through virtual educational film tours, including those around the NC500 (Bone Caves and Clachtoll beach), receiving 2.5K views on YouTube.

The High Life Highland Countryside Rangers helped teachers and pupils make space for nature by encouraging learning and creation of a very special and increasingly rare habitat: wild-flowers. Classes in primary schools were able to book a local ranger to deliver outdoor sessions all about wildflowers and the benefits they bring to people and wildlife. A key part of the delivery will be encouraging planting of wildflowers in school grounds.

**247**  
community volunteers

The Countryside Rangers worked with 247 community volunteers in 2022/23 to ensure habitats are well managed and monitored. Some highlights included:

- Farr Glebe Reserve – Habitat management for the Great Yellow Bumblebee
- Ardersier Commons – Butterfly monitoring in particular small blue butterfly and habitat management
- Thrift/Sea Pinks translocation from Ullapool Harbour
- Barnacle Goose Count (monitoring) at Balnakeil in Durness
- Removal of invasive gorse at Cromarty SSSI
- Habitat Management of Machir for wildflowers at Achmelvich/Clachtoll

- 93% of customers live in Highland
- 80% said they were satisfied with the range of guided events
- 85% said we took excellent care of them on our events
- 99% said that we either met or exceeded their expectations

High Life Highland

# Sport

## Spòrs

Through the partnership with sportscotland the Active Schools and Community Sports Hub programme supports local volunteers and clubs to deliver a diverse range of sporting and physical activity opportunities. There were 212,934 attendances at Active Schools programmes in the 2022/23 Academic Year.

The Disability Sport Team has offered disability specific sessions in Frame Running, Canoeing, Cricket, Multi-Sport, Wheelchair Basketball, and Cycling.

The Active Schools Winter Cross Country Series returned to the Highland area in late 2022 kicking off with Inver in November 2022, followed by meets in Alness, Dingwall and Invergordon. The final event in the series took place in Dornoch on 7 February 2023. A total of 15 schools from across Ross-Shire and East Sutherland attended the final meet. The Winter Series provided an excellent opportunity for pupils from 23 primary schools, aged from primary 4 to primary 7, to compete on a variety of routes and in a range of locations. This year was particularly special due to it being the return to in person events following the break in competitions during the pandemic.

The first McRobert Cup since 2019 took place at Bught Park, Inverness on 22 March 2023. It was clear that the school pupils were delighted to be back at Bught Park in Inverness and taking part in this competition. 39 primary schools entered with just under 1,000 pupils taking part. This was a record number for the event, which has become an annual date in many primary schools' calendars. Several partners including Inverness Harriers Athletics Club, JogScotland, UHI and members of Inverness Rotary Club provided volunteers on the day.

The Highland Athlete Travel Award Scheme (HATAS) for 2023 was administered by High Life Highland (HLH) on behalf of sportscotland. It supports performance or development athletes from across the Highland region to overcome some of the challenges they face, such as access to training, and travel costs to competitions. The scheme also gives athletes access to High Life Highland's leisure facilities across Highlands. 17 athletes were supported and the programme promoted by the Council, and local MSP and MP at the athlete induction day held in May 2023.

**212,934**  
attendances



Report and Financial Statements | 31 March 2023





# Making Life Better – Collaborative Working

## Dèanamh Beatha Nas Fheàrr – Co-obrachadh

### Adult learning

Adult learning digital skills drop-in, offered in partnership with the Warm Hub at Dingwall Community Centre, invited local people to come along and enjoy a cup of tea, a slice of cake and access free Wifi. Our digital skills tutors and volunteers were on hand to offer learning opportunities to those interested in improving their digital literacy skills. One learner said: “For those of us who have been somewhat left behind in the world of computers and smartphones, patient help to understand [technology] better and be able to use it, is an enormously encouraging factor in our lives.” Some learners took their first steps on their learning journey and others took further steps by working towards qualifications with us. One learner said: “sessions with my tutor are progressing well. It’s good to have a direction to go in. I’m enjoying getting stuck in and I hope to achieve my level 4 qualification soon.”

### Strength and Balance Classes

New strength and balance exercise classes are being offered by High Life Highland, supported by NHS Highland, to help people stay steady on their feet and prevent the risk of falling.

Anyone can have a fall, but older people are more vulnerable and likely to fall, especially if they have a long-term health condition and it is well known that falls in later life are a huge concern for people.

High Life Highland and NHS Highland have worked together to create opportunities for people to reduce their risk of falling by offering new exercise classes to enable more people to get support.

### Libraries

The team at HLH Libraries invited people to join them on Friday 28th October 2022 for a walk to celebrate the Bicentenary of the Caledonian Canal, which opened on 23rd October 1822.

Working in collaboration with HLH Countryside Rangers and partnering with Merkinch Local Nature Reserve, the team encouraged people to take part in the celebratory walks along the canal.

High Life Highland’s library service also created a display about the canal and its history in the main section of Inverness Library alongside another display about Thomas Telford, the engineer who built the canal.

### Youth, Sport and Leisure Services

HLH Youth, Sport and Leisure services are working jointly with NHS Highland and the Highland Alcohol and Drugs Partnership on the Planet Youth Initiative preparations. The pilot project based around Tain, Dornoch, Golspie and Caithness will focus on early intervention and using sport and physical activity as a preventative measure.

### Hilton Community Centre

The Hilton Hot Lunch project was funded by a THC Cost of Living Support Grant to allow HLH to provide a hot food initiative at Hilton CC. The aim was to try and support the residents of Hilton who were struggling to cope with rising costs by providing a free hot two course lunch with tea/coffee/juice three days a week from January until Easter. The project was very successful and over the three months delivered almost 2000 lunches. Additionally HLH operated a mini food bank by arranging a weekly delivery from Cfine (who distribute unwanted supermarket goods) to Hilton CC. This is still continuing. A very welcome consequence of the initiative was that it created a place for social interaction for local people, many of whom had become isolated. It also acted as a place and point of contact where other agencies could offer advice and support. CAB, Hilton Family Support, Hilton Church, Fire Service, Listening Ear and others all attended at various times. HLH Catering Service managed the project with support from Facilities and Youth and Adult Services.

**2,000**  
lunches provided





# Making Life Better – Collaborative Working

## Dèanamh Beatha Nas Fheàrr – Co-obrachadh

### Community

High Life Highland contributes to local community planning and other partnerships with partnership development areas in youth work, literacy and numeracy, access to services, refugee resettlement, health and wellbeing and mental health and wellbeing.

### Armed Forces Collaboration

HLH has achieved the Armed Forces Covenant, Employer Recognition Scheme, Gold Award and offers a discount on its leisure subscriptions and advertises posts to armed forces leavers as part of its support under the covenant. There are 458 Armed Forces subscriptions.

In addition, HLH has designated an officer to represent the Charity on the local Military Liaison Group (MLG), contributing updates to its quarterly newsletter. HLH's Leadership Programme Officer has been working closely with the Army Welfare Officer to create a leadership training programme specifically for Army families.

458

Armed Forces subscriptions

### Countryside Rangers

High Life Highland Countryside Rangers and local community volunteers from Caithness Environment Volunteers assisted NatureScot with conservation work within the River Thurso recently. The River Thurso is designated as a Special Site of Scientific Interest and alder saplings removed from the river to protect its environment were relocated to other suitable sites.

The Countryside Ranger team continues to carry out site checks on behalf of the Council and facilitate safe and responsible access to the outdoors through its schools and community programme of activities.

### Online Services

Online and virtual developments, many as a result of the need to pivot due to the pandemic, are further opening up opportunities to access services that did not previously exist for all ages pre pandemic e.g. music tuition, archives and libraries sessions. In addition to online leisure classes for all age groups, cardiac recovery, Macmillan and Parkinson exercise classes are all available online.

# Making Life Better – Refugee Resettlement

## Dèanamh Beatha Nas Fheàrr – Ath-shuidheachadh Fògarraich

Afghan families from different locations across the Highlands came together for a green health event in Golspie in 2022 8 families (approximately 40 people in total) from Kyle, Inverness, Thurso and Wick met and connected in person for the first time. This aspect of making connections with other families resettled in Highland was one of the biggest highlights of the day.

Afghan women in Inverness and Caithness marked this year's International Women's Day with HLH Learning for Life and partners. We celebrated with a small-scale but empowering workshop, Take What You Need. With support, the women explored the words and concepts to find their strength and resilience or acknowledge life's challenges. The format of the activity made it fun, while the bilingual aspect of the workshop enabled the women's group to refer to and speak their first language when needed. We shared Farsi and English vocabulary with one another! The learners "took what they needed" from this activity: acceptance, courage, or motivation, feelings of strength and confidence about their skills and aspirations.

### Celebrating Afghan New Year

On the 21st March, the Afghan community in Inverness shared their culture and customs of Persian New Year. We gathered in the Cameron Youth Centre with friends and social networks the families have established in their community. The learners attended wearing their traditional Afghan dresses and clothing, shared their New Year's dishes and talked about the celebrations they have had in Afghanistan in years past; currently the celebrations are forbidden in their home country. We all exchanged the Happy New Year greeting in Farsi- Nowruz Mubarak! It's 1402 in the Persian calendar!





# Key Performance Indicators

## Prìomh Chomharran Coileanaidh

The Finance and Audit Committee is responsible for developing and setting performance indicators for each of the business outcomes, which are reported to the Board.

Non-Financial KPI's reported throughout the year:

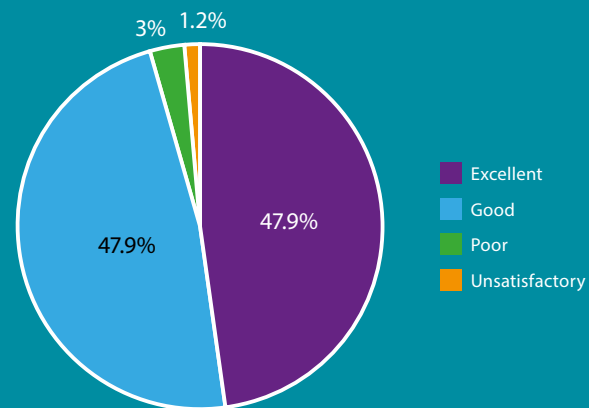
	2023	2022	2021
Customer Visits	9,149,527	6,351,536	4,865,333
High Life Subscriptions (monthly average for year)	17,075	12,451	9,008
Average Monthly Staff Turnover	0.96%	0.85%	0.48%
Average Staff Absence Rate	5.1%	3.63%	1.23%
Number of Complaints Received	98	69	31
RIDDOR Accidents/Incidents	3	6	2

In addition, there are 3 non-numeric performance indicators as follows:

- **Delivery of the Service Delivery Contract (SDC) with The Highland Council (THC)** – this is assessed twice per year by THC and the Council's Education Committee noted that HLH had met or exceeded the requirements set out in the Service Delivery Contract.
- **Health and safety audit** – the annual external health and safety audit found that there were no company wide actions required.

• Customer surveys

What is your overall experience of High Life Highland?



High Life Highland

# Results and Performance

## Toraidhean agus Coileanadh

The Trustees are satisfied with the level of results achieved during the year and the financial position at year end.

During the year ended 31 March 2023, the charity was able to deliver and develop its services as far as was possible within the constraints imposed by the pandemic and recorded a surplus of £23,935,622 (2022 – £2,906,910) after allowing for the actuarial gain posted through the statement of financial activities of £31,732,000 (2022 – £9,844,000) on the pension fund for the year ended 31 March 2023.

The Trading Company recorded a profit of £309,770 for the year (2020 – £183,265). The Company's revenue stream is largely tied to the terms of its Service Delivery Contract with The Highland Council. Under the terms of that contract, there is a direct linkage between the level of service required by the Council and the amount of funding provided to the Company to deliver those services.

The Company's earned income streams recovered well in the first full post-pandemic financial year without operating restrictions achieving 85% of 2019/20 revenue with highlife leisure membership income, the largest single source of earned revenue, growing from £439k for April 2022 to £538k in March 2023 with 18,217 subscriptions. Despite the improvement in income, inflationary rises in salaries and operating costs proved challenging with the nationally negotiated local government pay award resulting in an average uplift of 7.4% for employees of the charity, 4.3% higher than budgeted. This was mitigated through vacancy management and reductions in operating costs in addition to £608k financial support from the Highland Council.

Moving into the new financial year, significant local government pay awards continue to present a substantial financial challenge to the charity in a difficult economic climate. Whilst the company is strongly focused on income generation and efficiencies, inflationary pay awards negotiated nationally by the Convention of Scottish Local Authorities (COSLA) are no longer sustainable within the current Service Delivery Contract (SDC) and funding arrangements between High Life Highland and The Highland Council.

Recognising the need for a revision of the SDC, a working group including the senior management of both organisations has been set up to review this contract with the objective of ensuring the future financial sustainability of the organisation.

The Directors consider that, with assurance of support from The Highland Council and adequate reserves, the company has access to sufficient funds to continue as a going concern for the next 12 months.

At the year-end the Company has a surplus on its balance sheet of £1,335,392 (2022 deficit – £22,600,230) including the actuarial adjustment. As explained above, there is a linkage between the level of service required and the funding provided. The future level of contributions to the pension fund has been agreed by the Company and The Highland Council in conjunction with the scheme's actuaries.

At the year end, the company's share of the pension fund shows a net asset position of £6,625,000 (2022 net liability position of £25,673,000). HLH is not expecting any future benefit from the scheme, and as such, this asset has not been recognised. Whilst welcoming the improvement in the net asset position, Directors and Senior Management recognise that the pension fund valuation can change significantly year on year.

As the sole owner of High Life Highland, The Highland Council has committed to act as guarantor to cover potential pension risks while the Company remains an Admitted Body within its pension scheme.

# Risks and Uncertainties

## Cunnartan agus Mì-chinntean

The Company maintains a comprehensive risk register which is reviewed monthly by Senior Managers and is reported to the Finance and Audit Committee on a quarterly basis with an annual review by the Board.



# Statement of Trustees' and Directors' responsibilities

## Aithris mu dhleastanasan nan Urrasairean is nan Stiùirichean

The Directors are responsible for preparing the Trustees' and Directors' Report and the financial statements in accordance with applicable law and regulation.

Company law requires the Directors to prepare financial statements for each financial year. Under that law the Directors have elected to prepare the financial statements in accordance with United Kingdom Generally Accepted Accounting Practice (United Kingdom Accounting Standards and applicable law) including FRS 102 "The Financial Reporting standard applicable in the UK and Republic of Ireland". Under company law the Directors must not approve the financial statements unless they are satisfied that they give a true and fair view of the state of affairs of the group and of the surplus or deficit of the group for that period.

In preparing those financial statements, the Directors are required to:

- select suitable accounting policies and then apply them consistently;
- make judgements and estimates that are reasonable and prudent;
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group will continue in business; and
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements.

The Directors are responsible for keeping adequate accounting records that are sufficient to show and explain the group's transactions and disclose with reasonable accuracy at any time the financial position of the group and enable them to ensure that the financial statements comply with the Companies Act 2006. They are also responsible for safeguarding the assets of the group and the company hence for taking reasonable steps for the prevention and detection of fraud and other irregularities.

# Directors' statement as to disclosure of information to auditors

## Aithris nan Stiùirichean a thaobh mar a dh'fhoillsicheadh fiosrachadh dhan luchd-sgrùdaidh

The Directors who are members of the Board at the time of approving the Directors' report are listed on page 2. Having made enquiries of fellow Directors and of the Company's auditors, each of the Directors confirms that:

- to the best of each Director's knowledge and belief, there is no information relevant to the preparation of their report of which the Company's auditors are unaware; and
- each Director has taken all the steps a Director might reasonably be expected to have taken to be aware of relevant audit information and to establish that the Company's auditors are aware of that information.

# Auditors

## Luchd-sgrùdaidh

The auditors, Saffery LLP, will be proposed for reappointment in accordance with section 485 of the Companies Act 2006.

In signing this report, the Trustees confirm that they have approved the strategic report in their capacity as Company Directors of High Life Highland Limited.

This report was approved by the Board and signed on its behalf.

**Mark Tate**  
**Director**

**Date:**



# Financial Statements

## Aithrisean Ionmhasail

### Opinion

We have audited the financial statements of High Life Highland (the 'parent charitable company') and its subsidiaries (the 'group') for the year ended 31 March 2023 which comprise the group statement of financial activities, company statement of financial activities, group balance sheet, company balance sheet and notes to the financial statements, including a summary of significant accounting policies. The financial reporting framework that has been applied in their preparation is applicable law and United Kingdom Accounting Standards, including Financial Reporting Standard 102, the Financial Reporting Standard applicable in the UK and Republic of Ireland (United Kingdom Generally Accepted Accounting Practice).

In our opinion the financial statements:

- give a true and fair view of the state of the affairs of the group and the parent charitable company as at 31 March 2023 and of the group's incoming resources and application of resources, including its income and expenditure, for the year then ended;
- have been properly prepared in accordance with United Kingdom Generally Accepted Accounting Practice; and
- have been prepared in accordance with the requirements of the Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005 and regulations 6 and 8 of the Charities Accounts (Scotland) Regulations 2006 (as amended).

### Basis for opinion

We conducted our audit in accordance with International Standards on Auditing (UK) (ISAs (UK)) and applicable law. Our responsibilities under those standards are further described in the Auditor's responsibilities for the audit of the financial statements section of our report. We are independent of the group and parent charitable company in accordance with the ethical requirements that are relevant to our audit of the financial statements in the UK, including the FRC's Ethical Standard, and we have fulfilled our other ethical responsibilities in accordance with these requirements. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our opinion.

### Conclusions related to going concern

In auditing the financial statements, we have concluded that the trustees' use of the going concern basis of accounting in the preparation of the financial statements is appropriate.

Based on the work we have performed, we have not identified any material uncertainties relating to events or conditions that, individually or collectively, may cast significant doubt on the group or the parent charitable company's ability to continue as a going concern for a period of at least twelve months from when the financial statements are authorised for issue.

Our responsibilities and the responsibilities of the trustees with respect to going concern are described in the relevant sections of this report.



### Other information

The trustees are responsible for the other information. The other information comprises the information included in the annual report, other than the financial statements and our auditor's report thereon. Our opinion on the financial statements does not cover the other information and, except to the extent otherwise explicitly stated in our report, we do not express any form of assurance conclusion thereon.

Our responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements or our knowledge obtained in the course of the audit or otherwise appears to be materially misstated. If we identify such material inconsistencies or apparent material misstatements, we are required to determine whether this gives rise to a material misstatement in the financial statements themselves. If, based on the work we have performed, we conclude that there is a material misstatement of this other information; we are required to report that fact.

We have nothing to report in this regard.

### Other matters prescribed by the Companies Act 2006

In our opinion, based on the work undertaken in the course of the audit:

- the information given in the Trustees' Annual Report which includes the Directors' Report and the Strategic Report for the financial year for which the financial statements are prepared is consistent with the financial statements; and
- the Trustees' Annual Report which includes the Directors' Report and the Strategic Report has been prepared in accordance with applicable legal requirements.

### Matters on which we are required to report by exception

In the light of the knowledge and understanding of the group and parent charitable company and their environment obtained in the course of the audit, we have not identified material misstatements in the Trustees' Annual Report and Strategic Report.

We have nothing to report in respect of the following matters in relation to which the Companies Act 2006 and the Charities Accounts (Scotland) Regulations 2006 (as amended) requires us to report to you if, in our opinion:

- proper accounting records have not been kept by the parent charitable company, or returns adequate for our audit have not been received from branches not visited by us; or
- the parent charitable company's financial statements are not in agreement with the accounting records and returns; or
- certain disclosures of trustees' remuneration specified by law are not made; or
- we have not received all the information and explanations we require for our audit.

### Responsibilities of trustees

As explained more fully in the Statement of Trustees' Responsibilities set out on page 40, the trustees (who are also the directors of the charitable company for the purposes of company law) are responsible for the preparation of the financial statements and for being satisfied that they give a true and fair view, and for such internal control as the trustees determine is necessary to enable the preparation of the financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the financial statements, the trustees are responsible for assessing the group and the parent charitable company's ability to continue as a going concern, disclosing, as applicable, matters related to going concern and using the going concern basis of accounting unless the trustees either intend to liquidate the group or the parent charitable company or to cease operations, or have no realistic alternative but to do so.

### Auditor's responsibilities for the audit of the financial statements

We have been appointed as auditors under the Charities and Trustee Investment (Scotland) Act 2005 and under the Companies Act 2006 and report in accordance with regulations made under those Acts.

Our objectives are to obtain reasonable assurance about whether the group and parent financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance, but is not a guarantee that an audit conducted in accordance with ISAs (UK) will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in the aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.

Irregularities, including fraud, are instances of non-compliance with laws and regulations. We design procedures in line with our responsibilities, outlined above, to detect material misstatements in respect of irregularities, including fraud. The specific procedures for this engagement and the extent to which these are capable of detecting irregularities, including fraud are detailed below.



Identifying and assessing risks related to irregularities:

We assessed the susceptibility of the group and parent charitable company’s financial statements to material misstatement and how fraud might occur, including through discussions with the trustees, discussions within our audit team planning meeting, updating our record of internal controls and ensuring these controls operated as intended. We evaluated possible incentives and opportunities for fraudulent manipulation of the financial statements. We identified laws and regulations that are of significance in the context of the group and parent charitable company by discussions with trustees and updating our understanding of the sector in which the group and parent charitable company operate.

Laws and regulations of direct significance in the context of the group and parent charitable company include The Companies Act 2006, the Charities and Trustee Investment (Scotland) Act 2005, the Charities Accounts (Scotland) Regulations 2006 (as amended) and guidance issued by the Office of the Scottish Charity Regulator.

Audit response to risks identified:

We considered the extent of compliance with these laws and regulations as part of our audit procedures on the related financial statement items including a review of financial statement disclosures. We reviewed the parent charitable company’s records of breaches of laws and regulations, minutes of meetings and correspondence with relevant authorities to identify potential material misstatements arising. We discussed the parent charitable company’s policies and procedures for compliance with laws and regulations with members of management responsible for compliance.

During the planning meeting with the audit team, the engagement partner drew attention to the key areas which might involve non-compliance with laws and regulations or fraud. We enquired of management whether they were aware of any instances of non-compliance with laws and regulations or knowledge of any actual, suspected or alleged fraud. We addressed the risk of fraud through management override of controls by testing the appropriateness of journal entries and identifying any significant transactions that were unusual or outside the normal course of business. We assessed whether judgements made in making accounting estimates gave rise to a possible indication of management bias. At the completion stage of the audit, the engagement partner’s review included ensuring that the team had approached their work with appropriate professional scepticism and thus the capacity to identify non-compliance with laws and regulations and fraud.

There are inherent limitations in the audit procedures described above and the further removed non-compliance with laws and regulations is from the events and transactions reflected in the financial statements, the less likely we would become aware of it. Also, the risk of not detecting a material misstatement due to fraud is higher than the risk of not detecting one resulting from error, as fraud may involve deliberate concealment by, for example, forgery or intentional misrepresentations, or through collusion.

A further description of our responsibilities is available on the Financial Reporting Council’s website at: [www.frc.org.uk/auditorsresponsibilities](http://www.frc.org.uk/auditorsresponsibilities). This description forms part of our auditor’s report.

Use of our report

This report is made solely to the parent charitable company’s members, as a body, in accordance with Chapter 3 of Part 16 of the Companies Act 2006, and to the parent charitable company’s trustees, as a body, in accordance with Regulation 10 of the Charities Accounts (Scotland) Regulations 2006. Our audit work has been undertaken so that we might state to the parent charitable company’s members and trustees those matters we are required to state to them in an auditor’s report and for no other purpose. To the fullest extent permitted by law, we do not accept or assume responsibility to anyone other than the parent charitable company, the parent charitable company’s members and trustees as a body, for our audit work, for this report, or for the opinions we have formed.

.....  
**Eunice McAdam (Senior Statutory Auditor)**  
**for and on behalf of Saffery LLP**

**Chartered Accountants**  
**Statutory Auditors**

.....  
Kintail House  
Beechwood Park  
Inverness  
IV2 3BW

Saffery LLP is eligible to act as an auditor in terms of section 1212 of the Companies Act 2006



	Note	Unrestricted funds £	Restricted funds £	2023 total £	2022 total £
<b>Income from:</b>					
Donations and legacies	4	2,242,824	-	2,242,824	2,259,706
Charitable activities	5	27,441,014	3,093,887	30,534,901	28,000,146
Other trading activities	6	2,130,037	-	2,130,037	1,416,406
<b>Total income</b>		<b>31,813,875</b>	<b>3,093,887</b>	<b>34,907,762</b>	<b>31,676,258</b>
<b>Expenditure on:</b>					
Raising funds	6	1,820,267	-	1,820,267	1,247,637
Charitable activities	7	37,803,096	3,080,777	40,883,873	37,365,711
<b>Total expenditure</b>		<b>39,623,363</b>	<b>3,080,777</b>	<b>42,704,140</b>	<b>38,613,348</b>
<b>Net (expenditure)/income</b>		<b>(7,809,488)</b>	<b>13,110</b>	<b>(7,796,378)</b>	<b>(6,937,090)</b>
<b>Transfers between funds</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other recognised gains:</b>					
Actuarial gains on defined benefit pension schemes	20	31,732,000	-	31,732,000	9,844,000
<b>Net movement in funds</b>		<b>23,922,512</b>	<b>13,110</b>	<b>23,935,622</b>	<b>2,906,910</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		(23,287,607)	687,377	(22,600,230)	(25,507,140)
<b>Total funds carried forward</b>		<b>634,905</b>	<b>700,487</b>	<b>1,335,392</b>	<b>(22,600,230)</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The notes on pages 52 to 75 form part of these financial statements.

	Note	Unrestricted funds £	Restricted funds £	2023 total £	2022 total £
<b>Income from:</b>					
Donations and legacies	4	2,547,367	-	2,547,367	2,318,069
Charitable activities	5	27,441,014	3,093,887	30,534,901	27,985,650
<b>Total income</b>		<b>29,988,381</b>	<b>3,093,887</b>	<b>33,082,268</b>	<b>30,303,719</b>
<b>Expenditure on:</b>					
Charitable activities	7	37,803,096	3,080,777	40,883,873	37,365,711
<b>Total expenditure</b>		<b>37,803,096</b>	<b>3,080,777</b>	<b>40,883,873</b>	<b>37,365,711</b>
<b>Net (expenditure)/income</b>		<b>(7,814,715)</b>	<b>13,110</b>	<b>(7,801,605)</b>	<b>(7,061,992)</b>
<b>Transfers between funds</b>		<b>-</b>	<b>-</b>	<b>-</b>	<b>-</b>
<b>Other recognised gains:</b>					
Actuarial gains on defined benefit pension schemes	20	31,732,000	-	31,732,000	9,844,000
<b>Net movement in funds</b>		<b>23,917,285</b>	<b>13,110</b>	<b>23,930,395</b>	<b>2,782,008</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		(23,287,607)	687,377	(22,600,230)	(25,382,238)
<b>Total funds carried forward</b>		<b>629,678</b>	<b>700,487</b>	<b>1,330,165</b>	<b>(22,600,230)</b>

The statement of financial activities includes all gains and losses recognised in the year.

All income and expenditure derive from continuing activities.

The notes on pages 52 to 75 form part of these financial statements.



# GROUP BALANCE SHEET

		2023		2022	
	Note	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	11		956,155		605,143
<b>Current assets</b>					
Stocks	13	127,201		119,578	
Debtors	14	1,596,739		4,183,860	
Cash at bank and in hand		22,135		21,797	
		<u>1,746,075</u>		<u>4,325,235</u>	
<b>Creditors: amounts falling due within one year</b>	15	(1,366,838)		(1,767,608)	
<b>Net current assets</b>			379,237		2,557,627
<b>Net assets excluding pension liability</b>			<u>1,335,392</u>		<u>3,162,770</u>
Defined benefit pension scheme liability	20		-		(25,763,000)
<b>Net assets/(liabilities)</b>			<u><u>1,335,392</u></u>		<u><u>(22,600,230)</u></u>
<b>Funds</b>					
Unrestricted funds	17		634,905		2,475,393
Restricted funds	18		700,487		687,377
Pension reserve	20		-		(25,763,000)
<b>Total funds</b>			<u><u>1,335,392</u></u>		<u><u>(22,600,230)</u></u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by

.....

Director

Date: .....

The notes on pages 52 to 75 form part of these financial statements.

# COMPANY BALANCE SHEET

		2023		2022	
	Note	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	11		956,155		605,143
Investments	12		100		100
			<u>956,255</u>		<u>605,243</u>
<b>Current assets</b>					
Stocks	13	34,219		27,248	
Debtors	14	1,684,394		4,276,090	
Cash at bank and in hand		22,135		21,797	
		<u>1,740,748</u>		<u>4,325,135</u>	
<b>Creditors: amounts falling due within one year</b>	15	(1,366,838)		(1,767,608)	
<b>Net current assets</b>			373,910		2,557,527
<b>Net assets excluding pension liability</b>			<u>1,330,165</u>		<u>3,162,770</u>
Defined benefit pension scheme liability	20		-		(25,763,000)
<b>Net assets/(liabilities)</b>			<u><u>1,330,165</u></u>		<u><u>(22,600,230)</u></u>
<b>Funds</b>					
Unrestricted funds	17		629,678		2,475,393
Restricted funds	18		700,487		687,377
Pension reserve	20		-		(25,763,000)
<b>Total funds</b>			<u><u>1,330,165</u></u>		<u><u>(22,600,230)</u></u>

The financial statements were approved and authorised for issue by the board and were signed on its behalf by

.....

Director

Date: .....

The notes on pages 52 to 75 form part of these financial statements.



# Notes to the Financial Statements

## Notaichean do na h-Aithrisean Ionmhasail

Terms and  
Conditions

### 1 Accounting policies

#### Company information

High Life Highland is a company limited by guarantee and incorporated in Scotland. The registered office is the Highland Archive Centre, Bught Road, Inverness, IV3 5SS.

#### 1.1 Basis of preparation

The financial statements have been prepared in accordance with Accounting and Reporting by Charities: Statement of Recommended Practice applicable to charities preparing their accounts in accordance with the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) (effective 1 January 2015) - (Charities SORP (FRS 102)), the Financial Reporting Standard applicable in the UK and Republic of Ireland (FRS 102) and the Companies Act 2006.

The charity meets the definition of a public benefit entity under FRS 102. Assets and liabilities are initially recognised at historical cost or transaction value.

The financial statements are prepared in sterling, which is the functional currency of the group. Monetary amounts in these financial statements are rounded to the nearest £ unless otherwise stated.

The principal accounting policies adopted, judgements and key sources of estimation uncertainty in the preparation of the financial statements are as follows:

#### 1.2 Going concern

The charity is dependent upon revenue funding provided by the Highland Council under a contract running to 2036. The level of the management fee is agreed annually. The funding for the year ended 31 March 2024 is agreed. The funding for future years is subject to review. The Highland Council has committed to support the ongoing financial sustainability of High Life Highland, guaranteeing £3.196m of additional financial support for the year ended 31 March 2024. The directors are confident that the level of funding available through the Highland Council under the funding agreement when taken together with other anticipated revenues will be sufficient to enable the charity to continue trading and meet its obligations as they fall due for at least 12 months from the date of signing these financial statements.

#### 1.3 Group financial statements

The consolidated accounts incorporate the accounts of the company and its subsidiary undertaking for the year ended 31 March 2023.

#### 1.4 Incoming resources

Income is recognised when the charity has entitlement to the funds, any performance conditions attached to the item(s) of income have been met, it is probable that the income will be received and the amount can be measured reliably.



**1.4 Incoming resources (continued)**

Donation of services is recognised in the accounts at the amount that the charity would pay in the open market for an alternative item that would provide an equivalent benefit to the charity as the donated service.

Income from government and other grants, whether 'capital' grants or 'revenue' grants, is recognised when the charity has entitlement to the funds, any performance conditions attached to the grants have been met, it is probable that the income will be received and the amount can be measured reliably and is not deferred.

Income received in advance of the provision of a specified service is deferred until the criteria for income recognition are met.

**1.5 Resources expended**

Expenditure is recognised once there is a legal or constructive obligation to make a payment to a third party, it is probable that settlement will be required and the amount of the obligation can be measured reliably. Expenditure is classified under the following activity headings:

- Costs of raising funds comprise the costs of commercial trading activities, including retail and catering facilities at sites operated by High Life Highland.
- Expenditure on charitable activities includes all the costs on activities undertaken to further the purposes of the charity and their associated support costs.

Where costs cannot be directly attributed to particular headings they have been allocated to activities on a basis consistent with the use of the resources. Support costs are those costs incurred directly in support of expenditure on the objects of the charity. Management and administration costs are those incurred in connection with administration of the charity and compliance with constitutional and statutory requirements.

**1.6 Fund accounting**

Unrestricted funds are available to spend on activities that further any of the purposes of the charity. Designated funds are unrestricted funds of the charity which the trustees have decided at their discretion to set aside to use for a specific purpose.

Restricted funds are funds which are to be used in accordance with specific restrictions imposed by the donors or which have been raised by the charity for a particular purpose. The cost of raising and administering such funds are charged against the specific fund. The aim and use of each restricted fund is set out in the notes to the financial statements.

**1.7 Employee benefits**

The cost of any unused holiday entitlement is recognised in the period in which the employees services are received.

Termination benefits are recognised immediately as an expense when the company is demonstrably committed to terminate the employment of an employee or to provide termination benefits.

**Pension costs**

The charity participates in The Highland Council Pension Fund, a defined benefit scheme. The assets of the scheme are held separately from those of the charity in an independently administered trust. The fund is valued every three years by a professionally qualified independent actuary and is updated at each balance sheet date with contribution payments made to the plan to ensure that the plan's assets are sufficient to cover future liabilities. Pension plan assets are measured using market values. Pension plan liabilities are measured using the projected unit method and discounted by the yield available on long-dated high quality corporate bonds. The amounts charged to the statement of financial activities in respect of the defined benefit scheme are the current service costs and gains and losses on settlements and curtailments. Past service costs are recognised immediately in the statement of financial activities if the benefits have vested. If the costs have not vested immediately, the costs are recognised over the period until vesting occurs. The interest cost and expected return on assets are charged to resources expended. Actuarial gains and losses are recognised immediately in the statement of financial activities.



1.8 Fixed assets

The ownership of the buildings and open spaces managed by the charity is retained by The Highland Council. As part of the transfer process undertaken on 1 October 2011, the contents and equipment within these buildings was sold by The Highland Council to High Life Highland for £1. This amount was expensed in the year ended 31 March 2012.

Tangible fixed assets are stated at cost less depreciation. Depreciation is provided at rates calculated to write off the cost less estimated residual value of each asset over its expected useful life as follows:

Plant and equipment	10% to 20% per annum straight line basis
Fixtures and fittings	10% to 20% per annum straight line basis

1.9 Investments

Fixed asset investments are stated at cost less provision for diminution in value.

1.10 Stocks

Stocks are stated at the lower of cost and net realisable value with proper provision being made for obsolete and slow moving stock. Cost comprises the invoiced price of goods and materials purchased on a first in first out basis.

1.11 Debtors

Trade and other debtors are recognised at the settlement amount due after any discount offered. Prepayments are valued at the amount prepaid net of any discounts due.

1.12 Creditors and provisions

Creditors and provisions are recognised where the charity has a present obligation resulting from a past event that will probably result in the transfer of funds to a third party and the amount due to settle the obligation can be measured or estimated reliably. Creditors and provisions are normally recognised at their settlement amount after allowing for any discounts due.

1.13 Financial instruments

The charity only has financial assets and financial liabilities of a kind that qualify as basic financial instruments. Basic financial instruments are initially recognised at transaction value and subsequently measured at their settlement value.

1.14 Operating leases

Rentals payable under operating leases are charged in the profit and loss account on a straight line basis over the lease term. Lease incentives are recognised over the lease term on a straight line basis.

1.15 Taxation

Income is stated net of VAT and expenditure includes VAT where this is not recoverable.

The group's financial statements include the relevant corporation tax in respect of the subsidiary undertaking.

1.16 Cash flow statement

The financial results of the charity are consolidated into those of The Highland Council and consequently the company has taken advantage of the exemption available under FRS 102 from preparing a cash flow statement under the requirements of section 7 - Statement of Cash Flows and section 3 - Financial Statement Presentation paragraph 3.17d.

2 Legal status of the charity

The charity is a company limited by guarantee and has no share capital. The liability of each member in the event of winding-up is limited to £1.

3 Critical accounting judgements and key sources of estimation uncertainty

In the application of the charity's accounting policies, the directors are required to make judgements, estimates and assumptions about the carrying amount of assets and liabilities that are not readily apparent from other sources. The estimates and associated assumptions are based on historical experience and other factors that are considered to be relevant. Actual results may differ from these estimates.

The estimates and underlying assumptions are reviewed on an ongoing basis. Revisions to accounting estimates are recognised in the period in which the estimate is revised where the revision affects only that period, or in the period of the revision and future periods where the revision affects both current and future periods.

Critical judgements

The judgement surrounding the ability of the group and parent charitable company to continue as a going concern is discussed in note 1.2.

Key sources of estimation uncertainty

The estimates and assumptions which have a significant risk of causing a material adjustment to the carrying amount of assets and liabilities are as follows:

Pension

The charity participates in The Highland Council Pension Fund, a defined benefit scheme. The amounts charged to the statement of financial activities in respect of the defined benefit scheme are the current service costs and gains and losses on settlements and curtailments. Past service costs are recognised immediately in the statement of financial activities if the benefits have vested. If the benefits have not vested immediately, the costs are recognised over the period until vesting occurs. The interest cost and expected return on assets are charged to resources expended. Actuarial gains and losses are recognised immediately in the statement of financial activities.



**4 Income from donations and legacies (group and company)**

	<b>2023</b>		<b>2022</b>	
	<b>Group</b>	<b>Charity</b>	<b>Group</b>	<b>Charity</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Gift aid donation from subsidiary	-	304,543	-	58,363
Donation of services - overheads	2,242,824	2,242,824	2,259,706	2,259,706
	<u>2,242,824</u>	<u>2,547,367</u>	<u>2,259,706</u>	<u>2,318,069</u>

All income from donations and legacies in the current and prior year was unrestricted.

**5 Income from charitable activities (group)**

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>2023 total</b>	<b>2022 total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Management fee - The Highland Council	16,879,721	298,561	17,178,282	16,389,372
Other grants	290,839	2,499,554	2,790,393	2,497,668
Job retention support grants	-	-	-	802,414
Delivery of service delivery contract	10,270,454	295,772	10,566,226	8,310,692
	<u>27,441,014</u>	<u>3,093,887</u>	<u>30,534,901</u>	<u>28,000,146</u>

Income from charitable activities was £30,534,901 (2022 - £28,000,146) of which £27,441,014 (2022 - £25,206,364) was unrestricted and £3,093,887 (2022 - £2,793,782) was restricted. Included in the management fee from the Highland Council in 2022 was £1,500,000 of additional covid financial support.

**5 Income from charitable activities (company)**

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>2023 total</b>	<b>2022 total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Management fee - The Highland Council	16,879,721	298,561	17,178,282	16,389,372
Other grants	290,839	2,499,554	2,790,393	2,497,668
Job retention support grants	-	-	-	787,918
Delivery of service delivery contract	10,270,454	295,772	10,566,226	8,310,692
	<u>27,441,014</u>	<u>3,093,887</u>	<u>30,534,901</u>	<u>27,985,650</u>

Income from charitable activities was £30,534,901 (2022 - £27,985,650) of which £27,441,014 (2022 - £25,191,868) was unrestricted and £3,093,887 (2022 - £2,793,782) was restricted. Included in the management fee from the Highland Council in 2022 was £1,500,000 of additional covid financial support.

**6 Income from other trading activities (group)**

The wholly owned subsidiary, High Life Highland (Trading) C.I.C., is a company registered in Scotland (registration number SC408067) which provides retail and catering facilities at sites operated by High Life Highland.

A summary of the trading results is shown below:

	<b>High Life Highland (Trading) C.I.C.</b>	
	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Turnover	2,130,037	1,416,406
Cost of sales and administrative expenses	(1,820,267)	(1,247,637)
Other income	-	14,496
Profit before taxation	<u>309,770</u>	<u>183,265</u>
Taxation	-	-
Net (loss)/profit for the year	<u>309,770</u>	<u>183,265</u>

Distributions paid to the parent charity under the gift aid scheme were £304,543 (2022 - £58,363). Expenditure on raising funds included in the group statement of financial activities on page 23 includes cost of sales, administrative expenses and taxation amounting to £1,820,267 (2022 - £1,247,637).



**6 Income from other trading activities (group) (continued)**

	<b>High Life Highland (Trading)</b>	
	<b>2023</b>	<b>C.I.C. 2022</b>
	<b>£</b>	<b>£</b>
The assets and liabilities of the subsidiary were:		
Current assets	92,982	111,330
Creditors: amounts falling due within one year	(87,655)	(111,230)
Net assets	<u>5,327</u>	<u>100</u>
Capital and reserves	<u>5,327</u>	<u>100</u>

**7 Expenditure on charitable activities (group and company)**

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>2023 total</b>	<b>2022 total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Wages and salaries	25,331,034	2,401,984	27,733,018	24,120,627
Adjustment to pension charge	5,190,000	-	5,190,000	5,801,000
Property costs	751,159	44,982	796,141	676,876
Travel and transport	334,981	30,084	365,065	261,654
Supplies and services	4,847,775	471,389	5,319,164	5,321,836
Third party payments	275,610	85,164	360,774	314,527
Depreciation	268,385	47,174	315,559	192,376
Expected return on pension scheme asset	(1,814,000)	-	(1,814,000)	(1,231,000)
Interest on pension scheme liabilities	2,593,000	-	2,593,000	1,887,000
Audit and accountancy fees	24,450	-	24,450	20,550
Directors' expenses reimbursed	702	-	702	265
	<u>37,803,096</u>	<u>3,080,777</u>	<u>40,883,873</u>	<u>37,365,711</u>

Expenditure on charitable activities was £40,883,873 (2022 - £37,365,711) of which £37,803,096 (2022 - £34,688,272) was unrestricted and £3,080,777 (2022 - £2,677,439) was restricted.

**8 Net income/(expenditure) for the year**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
This is stated after charging:		
Fees payable to the group's auditor:		
Audit of High Life Highland	18,400	15,700
Audit of High Life Highland (Trading) C.I.C.	2,200	2,000
Preparation of financial statements	2,200	2,000
Tax compliance	1,650	850
Operating lease rentals	20,857	56,717
Depreciation	<u>315,559</u>	<u>192,376</u>

**9 Trustee remuneration**

The trustees are not entitled to any emoluments during the year. Travel expenses totalling £702 (2022 - £265) were reimbursed to 3 trustees during the year (2022 - 1).

**10 Analysis of staff costs and the cost of key management personnel**

	<b>2023</b>	<b>2022</b>
	<b>£</b>	<b>£</b>
Wages and salaries	22,504,964	19,372,873
Social security costs	1,751,059	1,575,330
Pension costs	3,539,713	3,210,530
	<u>27,795,736</u>	<u>24,158,733</u>

In 2022/23 the employer's contribution rate was 19% of pensionable pay.

The average weekly number of employees during the year was as follows:

	<b>2023</b>	<b>2022</b>
	<b>Number</b>	<b>Number</b>
Management	5	5
Support services	30	29
Operations	1,257	1,117
	<u>1,292</u>	<u>1,151</u>



**10 Analysis of staff costs and the cost of key management personnel (continued)**

The number of employees remunerated at a rate of over £60,000 per annum was as follows:

	2023 Number	2022 Number
£60,001 - £70,000	5	-
£70,001 - £80,000	3	4
£80,001 - £90,000	1	-
£90,001 - £100,000	1	1

**Key management personnel**

The key management personnel of the group comprise the trustees, the Chief Executive, the Director of Sport and Leisure, the Director of Corporate Services, the Director of Inverness Castle and the Director of Culture and Learning. The total employee benefits of the key management personnel of the group was £409,683 (2022 - £394,301).

**Redundancies and terminations**

The total amount charged for the year in relation to redundancies and terminations was £32,640 (2022 - £123,626). All amounts were fully paid in the year and therefore there are no liabilities at the balance sheet date.

**11 Tangible fixed assets (group and company)**

	Plant and equipment £	Fixtures and fittings £	Total £
<b>Cost</b>			
At 1 April 2022	1,778,275	10,431	1,788,706
Additions	666,571	-	666,571
Disposals	-	-	-
At 31 March 2023	2,444,846	10,431	2,455,277
<b>Depreciation</b>			
At 1 April 2022	1,173,132	10,431	1,183,563
Charge for the year	315,559	-	315,559
On disposals	-	-	-
At 31 March 2023	1,488,691	10,431	1,499,122
<b>Net book value</b>			
At 31 March 2023	956,155	-	956,155
At 31 March 2022	605,143	-	605,143

**12 Fixed asset investments**

	Shares in subsidiary £
<b>Cost and net book value</b>	
At 1 April 2022 and at 31 March 2023	100

The company holds 100% of the ordinary share capital of High Life Highland (Trading) C.I.C., a company incorporated in Scotland. The activities and results of this company are summarised in note 6.

**13 Stocks**

	2023 Group £	Charity £	2022 Group £	Charity £
Goods for resale	127,201	34,219	119,578	27,248
	127,201	34,219	119,578	27,248

**14 Debtors**

	2023 Group £	Charity £	2022 Group £	Charity £
Trade debtors	256,699	256,699	161,951	161,951
Prepayments and accrued income	274,685	274,685	624,595	624,595
Corporation tax recoverable	-	-	19,000	-
Amounts owed by group undertakings	1,065,355	1,153,010	3,378,314	3,489,544
	1,596,739	1,684,394	4,183,860	4,276,090

The charity does not operate a bank account. All receipts and payments are made by The Highland Council on behalf of the charity and its subsidiary. High Life Highland has complete control over cash management in that all receipts and payments are accounted for and authorised independently of The Highland Council. High Life Highland is set up as a separate charity in the council's financial system with a separately identifiable intercompany account in the ledger which records all cash transactions. At each year end, a reconciliation is completed and High Life Highland receives interest on the average cash balance held throughout the year. Therefore at any point in time High Life Highland's cash balances can be separately identified from the council through the intercompany account, with all transactions controlled and authorised by High Life Highland management and reported to the trustees.



**14 Debtors (continued)**

Included in amounts owed by group undertakings is £1,065,355 (2022 - £3,378,314) due from The Highland Council, which represents income received on behalf of High Life Highland.

**15 Creditors: amounts falling due within one year**

	<b>2023</b>		<b>2022</b>	
	<b>Group</b>	<b>Charity</b>	<b>Group</b>	<b>Charity</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	140,815	140,815	285,442	285,442
Other creditors and accruals	1,226,023	1,226,023	1,482,166	1,482,166
	<u>1,366,838</u>	<u>1,366,838</u>	<u>1,767,608</u>	<u>1,767,608</u>

**Deferred income**

	<b>2023</b>	
	<b>Group</b>	<b>Charity</b>
	<b>£</b>	<b>£</b>
At 1 April 2022	42,345	42,345
Amount deferred in year		-
Amount released to income	(12,102)	(12,102)
At 31 March 2023	<u>30,243</u>	<u>30,243</u>

Deferred income is included within other creditors and accruals and represents grant income for which performance conditions had not been met at the year end and sales invoices raised in advance.

**16 Analysis of net liabilities between funds**

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>Total</b>
	<b>£</b>	<b>£</b>	<b>£</b>
<b>Group</b>			
Fixed assets	943,091	13,064	956,155
Current assets	1,058,652	687,423	1,746,075
Current liabilities	(1,366,838)	-	(1,366,838)
Pension liability	-	-	-
	<u>634,905</u>	<u>700,487</u>	<u>1,335,392</u>

**Charity**

Fixed assets	943,191	13,064	956,255
Current assets	1,053,325	687,423	1,740,748
Current liabilities	(1,366,838)	-	(1,366,838)
Pension liability	-	-	-
	<u>629,678</u>	<u>700,487</u>	<u>1,330,165</u>

**17 Unrestricted funds**

	<b>At 1 April 2022</b>	<b>Incoming resources</b>	<b>Outgoing resources</b>	<b>Actuarial (loss)/gain</b>	<b>Transfers</b>	<b>At 31 March 2023</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
<b>Group</b>						
General fund	2,475,393	31,813,875	(33,654,363)	-	-	634,905
Pension reserve	(25,763,000)	-	(5,969,000)	31,732,000	-	-
	<u>(23,287,607)</u>	<u>31,813,875</u>	<u>(39,623,363)</u>	<u>31,732,000</u>	<u>-</u>	<u>634,905</u>

**Company**

General fund	2,475,393	29,988,381	(31,834,096)	-	-	629,678
Pension reserve	(25,763,000)	-	(5,969,000)	31,732,000	-	-
	<u>(23,287,607)</u>	<u>29,988,381</u>	<u>(37,803,096)</u>	<u>31,732,000</u>	<u>-</u>	<u>629,678</u>



**17 Unrestricted funds (continued)****Designated funds**

Of the £784,999 of reserves transferred across as part of the charity combination with Inverness Leisure in 2016, the remaining £139,715 has been designated for capital works at Inverness Leisure. In addition, the Board approved at its meeting of 14th March 2023 the designation of £300,000 of unrestricted reserves to fund the cost of two years backpay relating to the retrospective remodelling of the charity's pay structure. These £439,715 of designated funds are included as part of the general fund.

**18 Restricted funds (group and company)**

	At 1 April 2022	Incoming resources	Outgoing resources	Transfers	At 31 March 2023
	£	£	£	£	£
Coaching	32,793	-	-	-	32,793
Activity Agreements	31,500	-	-	-	31,500
Active Schools	42,535	1,049,807	(1,055,414)	-	36,928
Adult Education	39,252	-	-	-	39,252
Canal Parks	24,000	6,000	-	-	30,000
Youth Work	120,073	353,823	(423,150)	-	50,746
Highland Cares	-	8,955	-	-	8,955
Adult Learning - Highland	35,633	34,682	(31,084)	-	39,231
Scottish Library &	-	13,235	(1,971)	-	11,264
Esmee Fairburn Collection	15,503	-	(377)	-	15,126
Townscape Heritage	11,890	-	-	-	11,890
MacMillan Move More	44,408	-	(13,317)	-	31,091
Well Now	23,902	-	-	-	23,902
Live It Highland	-	20,932	(22,051)	-	(1,119)
Creative Learning Network	2,981	-	-	-	2,981
Diabetes Online Support	6,272	-	-	-	6,272
Visual Arts and Crafts	(1,528)	9,000	(13,948)	-	(6,476)
Cardiac Rehab	43,762	-	-	-	43,762
Grow Project	84,947	163,574	(140,736)	-	107,785
Fingal Centre Gym	6,532	-	(6,843)	-	(311)
Life Changes Trust	11,019	-	-	-	11,019
Cycle Friendly	14,596	-	(3,072)	-	11,524
Shinty Memories Past	(3,198)	3,198	-	-	-
Wick Academy	18,451	-	(2,459)	-	15,992
Highland Pictish Trail	(2)	1	-	-	(1)
Healthy Island Funding	10,673	-	-	-	10,673
Parkinsons Exercise	-	4,000	(744)	-	3,256
Green Health Events	3,634	-	-	-	3,634

**18 Restricted funds (group and company) (continued)**

Nevis Outdoor Classroom	11,583	4,000	(236)	-	15,347
IL - Strength &	(16,351)	37,404	(8,175)	-	12,878
Nairn Pitches & Playing	12,717	-	(5,086)	-	7,631
North Coast Visitor	61,704	111,706	(111,706)	-	61,704
Nairn Gym Equipment	56,609	-	(14,152)	-	42,457
Public Library COVID	21,210	9,090	(23,183)	-	7,117
Spirit Journeys	(37,055)	152,756	(148,357)	-	(32,656)
Spirit 360	(9,624)	100,000	(33,424)	-	56,952
Health & Wellbeing	-	26,000	(26,000)	-	-
Inverness Common Good	2,842	127,646	(119,070)	-	11,418
Folk Museum Windows	(12,562)	12,040	(4,093)	-	(4,615)
Hot Food at Hilton	-	9,999	(9,084)	-	915
Health, Wealth &	(35,094)	60,000	(22,889)	-	2,017
Mental Health and	11,770	-	(3,313)	-	8,457
Milton Holiday Club	-	22,493	(22,493)	-	-
Inverness Castle	-	264,899	(264,899)	-	-
Active Health	-	40,567	(47,410)	-	(6,843)
Erasmus	-	7,035	(8,035)	-	(1,000)
A Season of Stories	-	4,214	-	-	4,214
Youth Music Initiative	-	339,112	(478,469)	-	(139,357)
Highland Young	-	9,781	(2,978)	-	6,803
Highland Cares	-	15,580	-	-	15,580
Planet Youth Project	-	49,800	-	-	49,800
Community Cycling Fund	-	22,558	(12,559)	-	9,999
	687,377	3,093,887	(3,080,777)	-	700,487

The charity receives funding from a variety of sources for different purposes, all within the overall objectives of the company. The purposes of the above restricted funds are as follows:

- Coaching - To provide support for voluntary sports coaches.
- Activity Agreements - To provide young adults aged between 16 and 19 years old with the necessary skills to prepare them for employment.
- Active Schools - Funding received from Sport Scotland to develop, promote and encourage sport in the Highlands.
- Adult Education - Funding received from the European Social Fund in support of the provision of language and support services for inwards migrants to the Highlands.
- Canal Parks - Sinking fund to replace pitch.
- Youth Work - Funding received to provide targeted youth work and services in specific areas of the Highlands.



**18 Restricted funds (group and company) (continued)**

- Highland Cares - Funding to promote swimming and fitness for teenagers in Wester Ross.
- Scottish Library & Information Council - Funding to provide video consulting services in libraries and promote youth fitness through music and dance.
- Youth Music Initiative - Funding received from Creative Scotland to provide access to high quality music making opportunities for young people and support the development of the youth music sector.
- Esmée Fairburn Collection - Funding received to increase access to the Highland decorative arts collection.
- Townscape Heritage - Funding received to create a digital heritage trail in Inverness.
- MacMillan Move More - Funding received from MacMillan Cancer Support to ensure that people living with cancer are supported to become physically active, both before, during and after their treatment.
- Well Now - Funding received to deliver weight management courses.
- Live It Highland - Funding from NHS Highland to support people with pre diabetes or diabetes through exercise.
- Creative Learning Network - Funding provided by Education Scotland to support Creative Learning Networks, implement Scotland's Creative Learning Plan and champion creativity, the arts and culture in schools and communities.
- Diabetes Online Support - Funding received from NHS Highland to help support people with Type 2 diabetes access online services.
- Visual Arts and Crafts - Funding provided by Creative Scotland to support individuals to develop their creative practice in Visual arts and Crafts and support the cultural infrastructure of the local area.
- Cardiac Rehab - Funding provided by NHS Highland to provide exercise classes for people recovering from cardiac health issues.
- Grow Project - Funding provided by The David Sutherland Trust to provide opportunities for practical horticulture for adults with a learning disability in Inverness.
- Fingal Centre Gym Equipment - Funding provided by The Highland Council Developers, contributions for the purchase of fitness equipment for the Fingal Centre in Portree
- Life Changes Trust - Funding provided by the Life Changes Trust to support people with
- Cycle Friendly Development Fund - Funding provided by Cycle Scotland to promote cycling as a healthy, sustainable and accessible way to travel to work.
- Parkinsons Exercise Classes - Funding from NHS Highland to provide exercise classes for people with Parkinson's Disease.
- Erasmus - Funding provided by the European Union to promote transnational learning across European museums
- Inverness Leisure Strength & Conditioning - Funding provided by sportscotland to create a new strength and conditioning gym at Inverness Leisure
- Nevis Outdoor Classroom - Funding provided by the Nevis Trust and Nevis Landscape Partnership to promote outdoor learning for children.
- Shinty Memories Past and Present - Funding provided by Museums Galleries Scotland to promote the long term sustainability of the Shinty Collections held at the Highland Folk Museum.
- Nairn Pitches & Playing Fields - Funding provided by the Nairn Fields & Pitches Management Committee for the improvement of playing fields in Nairn.

**18 Restricted funds (group and company) (continued)**

- Highland Pictish Trail - Funding provided by Heritage Lottery Fund and Highland Council to interpret and promote Highland Pictish heritage.
- North Coast Visitor Centre - Funding provided by Magnox Ltd and The Highland Council to operate a visitor centre and museum in Thurso.
- Hot Food at Hilton - Funding from The Highland Council to provide free hot lunches at Hilton Community Centre in Inverness.
- Green Health Events - Funding provided by Highland LEADER and Scottish National Heritage to deliver a series of events and activities to help improve and sustain the health and wellbeing of participants through improved access and use of outdoor spaces.
- Adult Learning - Highland Third Sector Interface - Funding Provided by Highland Third Sector Interface to support Adult Learning and wellbeing of refugees in the Highland area.
- Wick Academy Development Fund - Funding received from French Duncan to purchase sports equipment for East Caithness Community Campus
- Healthy Island Funding - Funding received from Inspire Scotland to run a programme of activities that to promote the health and wellbeing of the Isle of Skye
- Nairn Gym Equipment - Insurance income from The Highland Council to replace damaged gym equipment at Nairn Leisure Centre.
- Public Library COVID Relief Fund - Funding Provided by The Scottish Government to support public libraries across the Highlands following the pandemic.
- Spirit Journeys - Funding from the Natural Culture and Heritage Fund to promote the culture and heritage of The Highlands
- Spirit 360 - Funding from Creative Scotland to create new art works inspired by local stories that reflect the theme 'Spirit of the Highlands'.
- Health & Wellbeing Manager - Contribution received from NHS Highland towards the post of Health & Wellbeing Manager
- Inverness Common Good Events - Funding from the Inverness Common Good Fund to host events including The Highland Games, Bonfire Night and Halloween.
- Folk Museum Windows - Funding provided by Museums Galleries Scotland to replace windows in historic buildings at Highland Folk Museum
- Active Health Programmes - Funding from NHS Highland to develop active health programmes and activities to support people with a range of health conditions.
- Health, Wealth & Happiness - Funding provided by Museums Galleries Scotland to create and exhibition exploring healthcare in The Highlands
- Youth Music Initiative - Funding received from Creative Scotland to provide access to high quality music making opportunities for young people and support the development of the youth music sector
- Mental Health and Wellbeing Fund - Funding provided by Highland Third Sector Interface to promote mental health and wellbeing through experiences in nature.
- Milton Holiday Club - Funding received from The Highland Council to run a holiday club for children in Milton, Easter Ross
- Inverness Castle Development - Funding from the Highland Council for the management of Inverness Castle development project.
- A Season of Stories - Funding from Museum Galleries Scotland to promote storytelling at the Highland Folk Museum.



**18 Restricted funds (group and company) (continued)**

- Highland Young Musicians - Funding raised through sponsorship and parental contributions to foster excellence and inclusivity through various supported music activities in the Highlands.
- Highland Cares - Funding provided to run outdoor activity classes in Skye & Lochalsh and Wester Ross including kayaking, archery and caving.
- Planet Youth Project - Funding provided by The Highland Drug & Alcohol Partnership to support at risk youths through sport in Sutherland and Caithness.
- Community Cycling Fund - Funding received from sportscotland to promote cycling and deliver greater equality and inclusion within schools.

**19 Controlling interest**

The company is under the ultimate control of the Highland Council (having regard to the Council's powers as sole member) but without prejudice to the directors' duties under company law and charity law to exercise independent judgement and to further what they consider to be the best interests of the company.

The largest group and the smallest group for which consolidated financial statements are prepared which include High Life Highland is that of The Highland Council. Copies of these financial statements can be obtained from [www.highland.gov.uk](http://www.highland.gov.uk).

**20 Pension commitments**

The charity is an admitted body of The Highland Council Pension Fund which provides pension benefits under the Local Government Pension Scheme to employees of High Life Highland. Contributions are made to this scheme, on the advice of an independent qualified actuary, to ensure that the plan's assets are sufficient to cover future liabilities. The assets of the scheme are held separately from the charity in an independently administered fund. Contributions are recognised in the statement of financial activities in the period in which they become payable.

The valuation used for the FRS 102 disclosures has been based on rolling forward the value of the employer's liabilities from a starting position of zero at 1 October 2011, allowing for the different financial assumptions required under FRS 102. The valuation used has been based on the most recent actuarial valuation at 31 March 2020, and was updated by the actuary to assess the liabilities of the schemes at 31 March 2023. The assumptions that have the most significant effect on the results of the valuation are those relating to price increases, the rate of increases in salaries and pensions and the discount rate. Scheme assets are stated at their bid value at the balance sheet dates.

With effect from 1 April 2015, a schedule of contributions was put in place to fund the scheme's defined benefits at the current rate of 19% p.a. of total payroll.

**20 Pension commitments (continued)**

The assets and liabilities of the schemes are:

	2023 £000's	2022 £000's
Fair value of scheme assets	66,032	64,086
Present value of scheme liabilities	(59,392)	(89,831)
Present value of unfunded liabilities	(15)	(18)
Unrecognised asset	(6,625)	-
Liability in the scheme	-	(25,763)

The major categories of scheme assets as a percentage of total scheme assets are:

	2023	2022
Equities	69%	63%
Bonds	11%	12%
Property	15%	15%
Cash	5%	10%

The amounts recognised in the statement of financial activities are analysed as follows:

	2023 £000's	2022 £000's
Recognised in the statement of financial activities:		
Current service cost	(8,676)	(8,990)
Past service cost	-	(7)
Interest on obligation	(2,593)	(1,887)
Expected return on scheme assets	1,814	1,231
	(9,455)	(9,653)



**20 Pension commitments (continued)**

The principal assumptions at the opening and closing balance sheet date were:

	2023	2022
Rate of salary increases (over life of the scheme)	3.8%	4.0%
Rate of increases in pensions in payment	3.0%	3.2%
Discount rate	4.75%	2.75%
Post retirement mortality:		
	2023	2022
Current pensions at 65 (male)	20.4 yrs	20.8 yrs
Current pensions at 65 (female)	23.1 yrs	23.3 yrs
Future pensions at 65 (male)	21.6 yrs	22.0 yrs
Future pensions at 65 (female)	25 yrs	25.3 yrs

The mortality tables adopted were based on the Fund's VitaCurves with improvements in line with the CMI 2021 model, with a 10% weighting of 2021 (and 2020) data, standard smoothing (Sk7), initial adjustment of 0.25% and a long term rate of improvement of 1.5% p.a. for both males and females. 'Current' disclosures relate to assumptions based on longevity following retirement at the balance sheet date, with 'future' being that relating to an employee retiring in 20 years time. These assumptions will be reconsidered when the next triennial review of The Highland Council Pension Scheme is undertaken.

Change in assumptions at 31 March 2023:

	Approximate % increase to defined benefit obligation	Approximate monetary amount £000's
0.1% decrease in real discount rate	3%	1,550
1 year increase in member life expectancy	4%	2,376
0.1% increase in salary increase rate	0%	129
0.1% increase in pension increase rate	2%	1,444

**20 Pension commitments (continued)**

Changes in the present value of the defined benefit obligations are analysed as follows:

	2023 £000's	2022 £000's
Opening defined benefit obligations	89,849	87,438
Current service cost	8,676	8,990
Past service cost	-	7
Interest cost	2,593	1,887
Actuarial loss/(gain)	(42,109)	(8,877)
Benefits paid	(698)	(602)
Contributions by scheme participants	1,097	1,007
Estimated unfunded benefits paid	(1)	(1)
	<u>59,407</u>	<u>89,849</u>

Changes in the fair value of the plan assets are analysed as follows:

	2023 £000's	2022 £000's
Opening fair value of scheme assets	64,086	58,288
Expected return on scheme assets	1,814	1,231
Employer contributions	3,485	3,195
Contributions in respect of unfunded benefits	1	1
Contributions by scheme members	1,097	1,007
Benefits paid	(698)	(602)
Actuarial gain/(loss)	(3,752)	967
Estimated unfunded benefits paid	(1)	(1)
	<u>66,032</u>	<u>64,086</u>

The accumulated amount of actuarial gains and losses recognised in the statement of financial activities was an actuarial gain of £31,732,000 (2022 - £9,844,000).

The best estimate of contributions to be paid by the group to the scheme for the year beginning after 31 March 2023 is £3,485,000.



**20 Pension commitments (continued)**

Amounts for the closing and opening balance sheet are as follows:

	2023 £000's	2022 £000's	2021 £000's	2020 £000's
Fair value of scheme assets	66,032	64,086	58,288	36,896
Present value of defined benefit obligatio	(59,407)	(89,849)	(87,438)	(46,626)
Unrecognised asset	(6,625)	-	-	-
Net liability in scheme	-	(25,763)	(29,150)	(9,730)

The Highland Council acts as guarantor as long as High Life Highland remains an admitted body within the Council's pension scheme.

**21 Obligations under operating leases (group and company)**

Future minimum rentals under non-cancellable operating leases are as follows:

	2023 £	2022 £
Within one year	-	20,857
In two to five years	-	-
	-	20,857

**22 Operating results (excluding the pension liability adjustment)**

	Unrestricted funds £	Restricted funds £	2023 total £
<b>Income from:</b>			
Donations and legacies	2,242,824	-	2,242,824
Charitable activities	27,441,014	3,093,887	30,534,901
Other trading activities	2,130,037	-	2,130,037
<b>Total income</b>	31,813,875	3,093,887	34,907,762
<b>Expenditure on:</b>			
Raising funds	1,820,267	-	1,820,267
Charitable activities	37,803,096	3,080,777	40,883,873
Less: pension adjustment	(5,969,000)	-	(5,969,000)
<b>Total expenditure</b>	33,654,363	3,080,777	36,735,140
<b>Net (expenditure)/income</b>	(1,840,488)	13,110	(1,827,378)
<b>Transfers between funds</b>	-	-	-
<b>(Deficit)/surplus from operations</b>	(1,840,488)	13,110	(1,827,378)

The operating results for High Life Highland for the year ended 31 March 2023, excluding the pension adjustment, report an overall deficit of £1,827,378. Being a deficit of £1,840,488 on unrestricted funds and a surplus of £13,110 on restricted funds.





**High Life Highland**  
Highland Archive Centre  
Bught Road  
Inverness  
IV3 5SS