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| HIGH LIFE HIGHLAND REPORT TO BOARD OF DIRECTORS19 March 2025 | AGENDA ITEM REPORT No HLH / /25 |

## **Quarter Three 2024/25 - StrategIC Performance Report**

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| **Recommendation**The purpose of this report is to present performance information for the outcomes identified in the High Life Highland Strategy 2025-2030.It is recommended that Directors:1. comment on and note the new performance reporting which is being developed as contained in **Appendix A** to this report;
2. note and comment on the performance information;
3. note that some performance reporting areas required as part of the strategy are new and will be developed over time;
4. approve the Digital Delivery Plan in **Appendix B**; and
5. approve the Marketing and Engagement Delivery Plan in **Appendix C**.
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| **1.** | **Five Year Strategy Contribution**  |
| 1.1 | High Life Highland’s (HLH) purpose is **Making Life Better**. The HLH Strategy 2025-2030 contains five Strategic Objectives which support the delivery of this purpose, and this report supports the following highlighted objectives:1. **Delivery of affordable, accessible and inclusive services across the region.**
2. **Maximise and grow our income to re-invest across our services.**
3. **Ensure a consistent high value of delivery across HLH services.**
4. **Commit to the net zero sustainability agenda.**
5. **Efficient and effective service delivery through our people and processes.**
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| **2.** | **Background** |
| 2.1 | The High Life Highland Strategy 2025-2030 was agreed by the HLH Board at its meeting held on 11 December 2024. The Board defined the strategy outcomes by identifying what success will look like through eight performance areas, listed in the table below.  |
| **3.** | **Summary of Performance** |
| 3.1 | **Appendix A** to this report provides the performance information which is available/has been developed since the strategy was agreed and covers performance areas 1, 2, 4 and 7 and have all been RAG rated as being on target. The remaining performance areas will be developed over the coming year. |
| 3.2 | RAG ratings for each of the performance areas are provided below where:* green indicates that the performance area is on target or has been met;
* amber indicates that there is a risk of the target not being met and that corrective action may be required;
* red indicates that targets in the performance area are not being met or are not likely to be met; and
* Grey indicates performance areas where data is currently being generated to meaningfully report on the strategic plan.

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| **Ref. No.** | **Performance Area** | **Quarter 3 RAG Rating** | **Quarter 4 RAG rating** | **Quarter 1 RAG rating** | **Quarter 2 RAG rating** |
| PA 1 | Increase member numbers |  |  |  |  |
| PA 2 | Increase service users |  |  |  |  |
| PA 3 | Improving user/service satisfaction levels |  |  |  |  |
| PA 4 | Improving staff satisfaction levels |  |  |  |  |
| PA 5 | Improving financial sustainability |  |  |  |  |
| PA 6 | Capital investment levels |  |  |  |  |
| PA 7 | Health and safety performance |  |  |  |  |
| PA 8 | Sustainability results |  |  |  |  |

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| 3.3 | The RAG ratings in the appendix have been based on improvement targets as agreed in the strategy and consideration is being given as to how to reflect this on graphs so that targets and therefore forecasts, are easier to make.  |
| **4.** | **Further Information, Exception Reporting and Corrective Action** |
| 4.1 | **Performance Area 1 – Increase member numbers:** * This area has been expanded from previous reporting to include all services with members (those services which can identify individual customers/participants).
* Member numbers had not previously been tracked in leisure, with the previous performance reporting being for subscriptions (linked to subscriptions income) so comparative information will become available over time. (Leisure membership is a count of all members which includes family members included in subscriptions and budget subscriptions. Note, reporting against the income target has been retained).
* What should be the top row of the table at the top of the appendix has obscured some text which reads “The services listed above also have customers who participate without joining or sign-up, so provide an indication rather than an absolute count of the numbers of individuals who participate”. This, and page formatting will be corrected for future reports.
* Leisure member retention data is new.
* Libraries lapsed memberships will be included in future reporting as the closest equivalent measure of member retention – this data has to be reviewed to ensure accuracy across the differing services which libraries provide which require a card to access them.
* Corporate leisure membership information is new and includes the number of businesses and the number of subscriptions.
* The current information on under-represented client groups is the budget scheme with the reduction in the spring/summer of 2023 being due to the cleansing of the membership database (removal of inactive subscriptions).
* To provide further information the reporting of membership numbers using the Scottish index of multiple deprivation will be explored for reporting to future Board meetings.
* Leisure subscriptions income fell just short of the year-to-date income target in January.
* Member information can be a useful measure of reach into the population and future reporting will include this at service level in relation to the Highland and school population figures.
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| 4.2 | **Performance Area 2 - Increase service users:** * Reporting by service is new.
* This performance area is on target for in-person and digital engagements.
* In person and digital engagements have been separated because the resource inputs required for in-person engagements is significantly greater than for digital engagements. Digital services are mostly not given the same value by customers as physical buildings or services.
* Double counting of digital engagements relating to Am Baile was identified, and historic information has been cleansed to correct this.
* Adult learning and youth work engagements will continue to be shown up to the financial year end. This will be monitored and adjustments made should continued inclusion significantly impact the RAG rating.
* Customer engagements by geography was requested by the HLH Board and this has been included at Highland Council ward level and expressed as a percentage of the population for building based services. Work is underway to assess whether music tuition and sports development services can be reported at associated school group level. This information, while useful for service planning and annual review reasons, particularly as it relates to capital development planning, is less useful for on-going monitoring reasons and it is proposed that this be reported annually and also linked to how well we are reaching under-represented groups.
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| 4.3 | **Performance Area 3 - Improving user/service satisfaction levels:** Previous work in this area indicated that satisfaction levels with HLH services and staff was high. Respondents to surveys rating the quality of services and staff as excellent or good were more than 95%; and 95% of responses said that they would recommend HLH. This information was based on a small sample size relative to the number of customers. To improve, a dual approach to surveys is being developed based on having a very short/easy to complete survey and another which is more in-depth:* The net promoter score will be used to gain a high volume of responses to a very short survey and the score and volume of responses will be reported to the Board. This will provide ongoing feedback. Information on the net promoter score can be seen at this [link](https://en.wikipedia.org/wiki/Net_promoter_score).
* A more detailed survey will be developed, building on the surveys used by the libraries team which was developed to support compliance with Customer Service Excellence (CSE) (libraries have received CSE ratings which puts the service in the sector leading category). This will be used to gain more detailed customer insight. Questions will be designed to give insight to the delivery of HLH’s purpose and strategy and should help to support assessment of some things which are more difficult to measure such as effectiveness in reaching under-represented groups.
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| 4.4  | **Performance Area 4 - Improving staff satisfaction levels:** * There is more detailed information in the HR Report elsewhere on this agenda.
* Staff turnover and absence levels were identified as performance indicators in the strategy and have been included in **Appendix A**.
* The staff survey will provide a more direct way of assessing staff satisfaction levels. An on-line system for the staff survey has been developed to allow easier analysis, including trends and it is anticipated that the results of this will be reported to the HLH Board at its June 2025 meeting.
* Much of the HR related information is presented using graphs which show standard deviation calculations where variations out with the standard deviation are an indication that there might be an issue which has to be explored or addressed. This approach also helps to identify where trends occur, and conversely, identify data which is not indicative of a trend. Wording to clarify this will be added to future HR reporting.
* For future reports HR information will be reported in the HR report only (in a similar style to this report) to avoid duplication.
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| 4.5 | **Performance Area 5 - Improving financial sustainability:** * The detail of this performance area is reported in the Finance report elsewhere on this agenda.
* Variance to budget and forecast reserves are shown as overall indicators in **Appendix A**; (note, there is a £4k difference in forecast between this report and the finance report due to adjustments made during preparation of reports and the graph stops before the most recent quarter, both of these issues will be addressed for future reports).
* The forecast gift aided donation from HLH (Trading) C.I.C. is 97% of budget. The Trading Company will be considering the financial performance of Strathpeffer Pavilion at its 19 March 2025 meeting.
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| 4.6 | **Performance Area 6 - Capital investment levels:** * Reporting in this area will be developed over the coming year.
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| 4.7 | **Performance Area 7 – Health and safety performance:** * The annual external audit is currently a key measure of health and safety performance, and this is reported to the Board annually at its June meeting.
* Reporting of Injuries, Diseases and Dangerous Occurrences Regulations (RIDDOR) to the Health and Safety Executive has been retained for this meeting, however, they have historically been low and further work will be carried out on this performance area and included in the June performance report. (Note that RIDDOR reporting is a legal compliance matter and reporting on RIDDOR will be retained).
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| 4.8 | **Performance Area 8** - Sustainability results: * Reporting in this area will be developed over the coming year.
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| **5.** | **Delivery Plans** |
| 5.1 | Two plans had been scheduled for consideration at the March meeting of the HLH Board prior to the development of the HLH Strategy 2025-2030: Digital; and Marketing and Engagement Delivery Plans. These have been amended to align with the strategy and can be seen in **Appendices B and C**. It is recommended that the Board comment on and approve the two plans.  |
| **6.** | **Implications** |
| 6.1 | Resource implications – while this report discusses resources and financial implications, there are no resource implications arising from the recommendations in this report. |
| 6.2 | Equality implications - there are no new equality implications arising from this report. |
| 6.3 | Legal implications - there are no new legal implications arising from this report. |
| 6.4 | Risk implications - there are no new risk implications arising from this report.  |
| **Recommendation**It is recommended that Directors:1. comment on and note the new performance reporting which is being developed as contained in **Appendix A** to this report;
2. note and comment on the performance information reported;
3. note that some performance reporting areas required as part of the strategy are new and will be developed over time;
4. approve the Digital Delivery Plan in **Appendix B**; and
5. approve the Marketing and Engagement Delivery Plan in **Appendix C**.
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Designation: Chief Executive

Date: 26 February 2025

Author: Douglas Wilby, Director of Corporate Performance