

High Life Highland Strategy 2025-2030



Strategic Ambition

Purpose

**MAKING
LIFE
BETTER**

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So that we can reach our **vision** of affordable access to health and wellbeing, learning and culture for everyone in the Highlands.

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By being/having **values**

- Integrity
- Community
- Accountability
- Respect
- Example

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Contributing to our

High Level Outcome

Making a positive impact across the Highlands by improving physical, mental and social health and wellbeing.

Strategic Objectives

Delivery of affordable, accessible and inclusive services across the region.

Key Actions

- 1) Optimise service delivery to meet community needs.
- 2) Ensure the affordability and accessibility of services to the community.
- 3) Flexibly adapt services to align with local opportunity.

Maximise and grow our income to re-invest across our services.

Key Actions

- 1) Increase income from highlife memberships.
- 2) Maximise all income streams.

Ensure a consistent high value of delivery across HLH services.

Key Actions

- 1) Monitor and improve the customer experience.
- 2) Demonstrate how each service brings value to our customers.

Commit to the net zero and sustainability agenda.

Key Actions

- 1) Develop an action plan for net zero and sustainability for each service.
- 2) Reduce energy consumption across our services.
- 3) Implement findings of energy surveys.

Efficient and effective service delivery through our people and processes.

Key Actions

- 1) Continuous staff deployment to meet customer requirements efficiently.
- 2) Develop training needs analysis to support delivery of our strategic objectives at service level.
- 3) Develop a digital plan for service delivery and efficiency.
- 4) Improve services by using the customer journey mechanism.

Critical Audiences

- The Highland Council
- Customers (residents, visitors, business community)
- Staff and Volunteers
- Funding Partners
- Community Planning Partners
- Regulatory & Compliance Bodies
 - Media
 - Political

Outcomes

Increase Member Numbers

- Member retention levels
- Corporate memberships
- Under-represented client groups

Increase Service Users

- By individual service & by geography
- By penetration levels & reach

Improving User/Service Satisfaction Levels

Improving Staff Satisfaction Levels

- Staff turnover and absences

Improving Financial Sustainability

- Hold appropriate reserves
- Meet short-to-long term commitments whilst maximising affordable access

Capital Investment Levels

- Increasing capital investment
- Individual facility improvement

Health & Safety Performance

Sustainability Results

- Local supply chain benefits
- Narratives and case studies

What will success look like?