

**APPROVAL OF DRAFT ANNUAL REPORT AND ACCOUNTS TO 31 MARCH  
2025 - Report by Chief Executive**

**Summary**

The purpose of this report is to present the annual report and accounts for High Life Highland for the period ending 31 March 2025.

It is recommended that Directors:

- i. agree the Annual Report and Audited Accounts as detailed in **Booklet A**;
- ii. authorise the Chair to sign the Directors Going Concern statement (to follow); and
- iii. note the signing of the Annual Report and Audited Accounts will be delayed until December 2025 due to energy and carbon reporting requirements.

**1. Strategic Contribution**

1.1 High Life Highland's (HLH) purpose is **Making Life Better**. The HLH Strategy for 2025-2030, contains five strategic objectives which support the delivery of this purpose, and this report supports all of the outcomes in the strategy.

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 and sustainability agenda.**
5. **Efficient and effective service delivery through our people and processes.**

**2. Annual Report and Accounts to 31 March 2025**

2.1 The period covered by the annual report and accounts is the financial year from 1 April 2024 to 31 March 2025.

2.2 The draft annual report and accounts and a copy of Saffery's Management Report detailing the Audit findings is attached as **Booklet A**.

2.3 The Directors Going Concern statement will follow.

2.4 Due to the increase in turnover this year, the charity is now classified as a large business and therefore subject to energy and carbon reporting requirements.

2.5 As detailed on page 46 of the financial statements, The Highland Council prepares these disclosures on behalf of HLH allowing the charity to take advantage of the exemptions available under these regulations from reporting this information at an individual company level.

- 2.6 However, as the annual report and accounts can only be finalised once this information has been published, this will delay the signing and filing with Companies House until December 2025 when The Highland Council releases its energy and carbon report.
- 2.7 Directors should be assured however that the accounts will be filed before the statutory deadline of 31 December 2025.

### **3. Directors Statement**

- 3.1 The attention of Directors is drawn to page 48 of the report, and to the importance of ensuring the accuracy of the statement. Although this is signed by the Chair on behalf of the Directors, it is the responsibility of individual Directors to ensure that they have disclosed the required information.
- 3.2 The net surplus for the year ended 31 March 2025 was £654,863.
- 3.3 The total reserves, excluding the pension adjustment on 31 March 2025, was as follows:

Unrestricted	£1,200,165
Restricted	£707,816
Designated	£139,715
	<hr/>
	£2,047,696

### **4. Pensions Asset**

- 4.1 Per the valuation provided by the company's actuaries, the pension fund asset has increased from £12,993,000 on 31 March 2024 to £26,230,000 at 31 March 2025. As this asset cannot be realised it has not been recognised within the Financial Statements.
- 4.2 A representative from Saffery will be in attendance at the meeting and will provide an update and full explanation of the pension adjustment - please refer to Note 20.

### **5. Implications**

- 5.1 Resource Implications – there are no new resource implications arising from the content of this report
- 5.2 Legal Implications – failure to agree the content of an annual report and accounts would have serious legal implications. However, Directors are at liberty to propose amendments to the report as presented by the Chief Executive.
- 5.3 Risk Implications – there are no new risks arising from the content of this report.
- 5.4 Equality Implications – there are no new equality implications arising from the content of this report.

## Recommendation

It is recommended that Directors:

- i. agree the Annual Report and Audited Accounts as detailed in **Booklet A**;
- ii. authorise the Chair to sign the Directors Going Concern statement (to follow);  
and
- iii. note the signing of the Annual Report and Audited Accounts will be delayed until December 2025 due to energy and carbon reporting requirements.

Designation: Chief Executive

Date: 18 August 2025

Author: Neil Johnston, Head of Finance



# MAKING **LIFE** BETTER

**Report and Financial Statements**  
**Aithisg agus Aithrisean Ionmhasail**  
31 March 2025 | 31 Màrt 2025

## COMPANY INFORMATION

### FIOSRACHADH COMPANAIDH

#### DIRECTORS

M Golding  
T Ligema  
A Jarvie  
D Finlayson  
I Campbell  
N Finnigan  
M Hutchison  
R Henry  
K Ross  
M Boylan  
A Vass  
A Millar

#### COMPANY SECRETARY

S Fraser

#### AUDITORS

Saffery LLP  
Torridon 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

Our purpose is to  
**Make Life Better** by  
providing affordable access  
to opportunities in sport,  
leisure and culture across  
the length and breadth  
of the Highlands.

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

High Life na Gàidhealtachd  
Companaidh cuibhrichte le  
barrantas

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# 43 facilities and services incorporated since 2011

## The Story So Far An Sgeul gu Ruige Seo

### Effectiveness

Since it was set up High Life Highland has proven to be both efficient and effective in delivery of public services on behalf of The Highland Council. In 2011/12 it had 2.3 million customer visits across its service areas. By 2024/25 this has reached 8.6 million and the services it delivers has become significantly more important to the people of the Highlands than they have ever been.

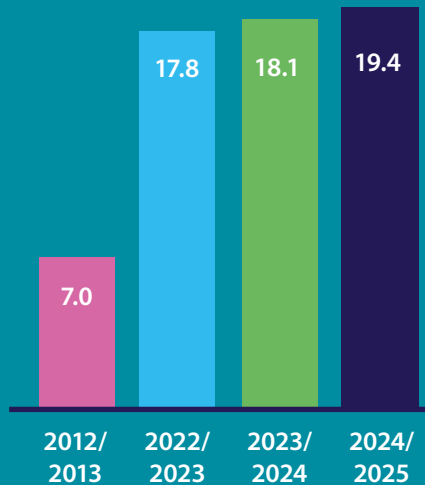


## Enabled savings to The Highland Council since formation

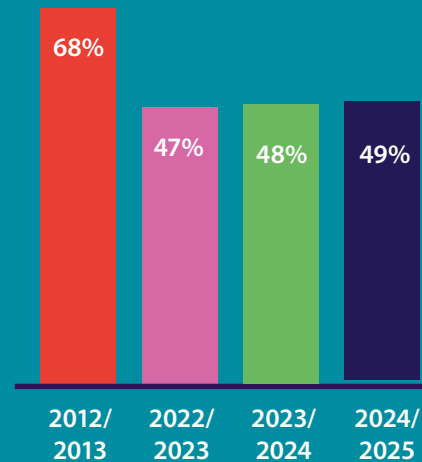
# £38,494,974



Income generated  
(£ Millions)



Reliance on  
Council Funding



## Customer Engagements

Service	2022/23	2023/24	2024/25
Adult Learning	13,668	13,668	8,841
Archives	2,002,219	2,332,211	2,431,025
Countryside Rangers	13,400	38,276	110,839
Leisure	2,178,579	2,420,457	2,584,832
Libraries	2,187,883	2,524,587	2,747,393
Museums & Galleries	231,947	174,087	239,058
Music Tuition	105,821	100,745	102,428
Sport	274,822	277,706	325,748
Youth Services	74,595	81,606	41,851
<b>Total</b>	<b>7,081,243</b>	<b>8,014,070</b>	<b>8,592,015</b>

## 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 2024/25 this had reduced to 49%. This balance of efficiency and effectiveness has enabled High Life Highland to deliver £38.5m in savings to The Highland Council over 13 years.

## Adaptability

Part of the growth has been due to High Life Highland's willingness to adapt, take risks and deliver new services. High Life Highland delivers 9 service areas and has taken on a total of 43 new buildings and services in the 13 years of its existence.

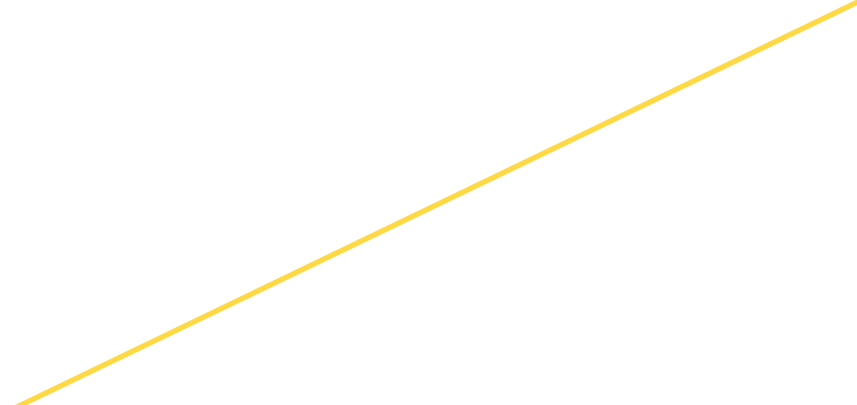


# Report of the Chair

## Aithisg a' Chathraiche



On behalf of the Board as the incoming Chair, it is my privilege to present the 2024-25 Annual Report for High Life Highland. The Highlands are constantly evolving, with change unfolding across the region as it becomes more sustainable, prosperous, and inclusive.



It has been a honour to serve my first year as Chair of High Life Highland, and I am proud to reflect on a year of progress, renewal, and shared purpose. As an organisation rooted in the Highlands, our work continues to make a meaningful difference to the lives of individuals and communities across the region.

A major milestone in 2024 was the development and implementation of our new five-year strategy. This forward-looking plan sets out our ambitions and priorities, ensuring we remain focused on delivering high-quality services that reflect the needs and aspirations of Highland communities. It is a strategy built on collaboration, innovation, and a deep commitment to our purpose of **making life better**.

Towards the end of the financial year, we welcomed new Directors to both our Charity Board and Trading Board, bringing fresh perspectives and energy to our governance. At the same time, we bid farewell to several experienced Directors whose contributions have left a lasting legacy. Their dedication and insight helped shape the organisation we are today, and we thank them sincerely.

We were also proud to sign up to the Highland Charter for Climate, Nature & Health – a significant step that reflects our values and our responsibility as a community-focused charity. This commitment reinforces our role in supporting environmental sustainability and promoting healthier lifestyles, both of which are central to our work.

Our partnership with The Highland Council remains strong and continues to be a cornerstone of our success. We share the Council's visionary approach outlined in the Highland Investment Plan, with community involvement at the core of infrastructure projects. Together, we will continue to deliver services and initiatives that benefit the region, and we are grateful for their ongoing support and shared ambition.

I would like to extend heartfelt thanks to our Chief Executive, the leadership team, and all our employees and volunteers. Their dedication, professionalism, and passion are the driving force behind High Life Highland's achievements. It was a pleasure to celebrate their contributions at the annual i-care awards in November – a fitting tribute to the people who make our organisation exceptional.


As we look ahead, I am confident that High Life Highland will continue to thrive, innovate, and serve. Thank you for your continued support as we work together to build a brighter future for the Highlands.

**Michael Golding**  
Chair

# Report of the Chief Executive Aithisg an Àrd-Oifigeir



As one of Scotland's largest Leisure and Culture Trusts, High Life Highland has significant reach across an area covering one third of Scotland. This has been a year of purposeful change, proud achievements, and continued momentum for High Life Highland.



This year has been one of meaningful transition, proud recognition, and continued progress for High Life Highland. With our services reaching deeply into communities across the region, we remain committed to our purpose of **making life better** for the people of the Highlands.

High Life Highland operates with a social conscience, delivering public services that generate social good. Our core business isn't about making profit — it's about purpose: helping people first. Over the past year, our focus has been on supporting society to become healthier and happier, employing local people, creating safe spaces for everyone, connecting communities, working towards net zero, and ensuring residents across the Highlands have access to quality, affordable cultural, health, and wellbeing services — regardless of age or ability.

We were also delighted to see our work recognised, with 2024 becoming a year of national awards for High Life Highland. These accolades reflect the exceptional efforts of our teams, particularly in the areas of environmental sustainability and heritage. A special mention must go to our Archives Service, which was named National Recordkeeper of the Year — a testament to the passion and expertise of our colleagues in preserving and promoting Highland history.

Looking ahead, the Inverness Castle Experience edges ever closer to opening. This landmark project will celebrate Highland culture and heritage, offering a world-class visitor attraction in the heart of the Highland capital. It represents a major milestone in our region's cultural journey and, alongside recent investments in facilities at the Bught and Northern Meeting Parks, will bring lasting benefits to the tourism economy — while ensuring that the local population can enjoy access to facilities.

Operationally, the strategic decision to transfer the Adult Learning and Youth Work service to The Highland Council has created the capacity to absorb Inverness Castle into the High Life Highland portfolio. The professionalism and dedication shown by staff across both organisations ensured a seamless transition, and we are proud of the collaborative spirit that made this possible.

None of this would be possible without the continued support and partnership of The Highland Council, whose commitment to our shared goals remains vital. We are also deeply grateful to our customers, funders, donors, volunteers, and staff — all of whom contribute to the success of High Life Highland.

As we reflect on the past year and look to the future, we remain inspired by the resilience and spirit of Highland communities. Together, we will continue to deliver services that make a real and lasting difference.

**Steve Walsh, OBE**  
**Chief Executive**



# Trustees' and Directors' Report – including the Strategic Report at 31 March 2025

**Aithisg nan Urrasairean  
is nan Stiùirichean – a' gabhail  
a-steach na h-Aithisg  
Ro-innleachdail  
aig 31 Màrt 2025**





## 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 2025.

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 purpose of the Company is to **make life better** through developing and promoting opportunities in culture, learning, sport, leisure and health and wellbeing

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 9 areas of work;**

- Adult Learning
- Archives
- Countryside Rangers
- Leisure Facilities
- Libraries
- Museums and Galleries
- 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 Golding**  
**T Ligema**  
**M Tate (resigned 19 March 2025)**  
**A Jarvie**  
**D Finlayson**  
**I Campbell**  
**K Nicol (resigned 19 March 2025)**  
**N Finnigan**  
**M Hutchison**  
**R Henry**  
**K Ross**  
**M Boylan (appointed 19 March 2025)**  
**A Vass (appointed 19 March 2025)**  
**A Millar**

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 the Company Information page.

# 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, the Directors have agreed a long-term target to build up unrestricted reserves (excluding designated funds) to 3% of the total revenue budget, recognising the need for reserves particularly for business outwith the Service Delivery Contract agreement with The Highland Council and noting the difficulty in achieving this target in the current economic climate.

The total reserves held at year end excluding the pension asset of £26,230,000 (2024 – £12,993,000) was £2,047,696 (2024 – £1,098,896), of which £1,339,880 (2024 – £685,017) was unrestricted and £707,816 (2024 – £413,879) was restricted. Of the £1,339,880 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, the £300,000 which had been designated for backpay related to the remodelling of the company's pay structure was undesignated during the year as no longer required. The uncommitted, unrestricted reserve balance of £1,200,165 at 31st March 2025 represents 3% of budgeted turnover of which £813k is planned to be utilised in the coming financial year leaving a projected balance of £387k at 31st March 2026.

Breakdown of reserves at 31 March 2025:

Unrestricted	£1,200,165
Unrestricted - Designated	£139,715
Restricted	£707,816
Total	£2,047,696

Total reserves held at year end

**£2.0m**

# Results and Performance

## Toraidhean agus Coileanadh

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

# Strategy 2025-2030

## Ro-innleachd 2025-2030

A new 5-year strategy covering the period to March 2030 has been prepared, setting out the Company's objectives and plans for the future.

The strategy includes priorities for growth, supported by individual Service Plans to guide activity across the company 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.



# High Life Highland Strategy 2025-2030

## Strategic Ambition

### Purpose

## MAKING LIFE BETTER

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

By being/having **values**

- Integrity
- Community
- Accountability
- Respect
- Example

### 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 - What will success look like?

### 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

# Review of the Business

## Ath-sgrùdadh dhen Ghnothachas

**During the year a new five year strategy, summarised on one page, was developed detailing the charity's ambitions, objectives and planned outcomes up to 2030.**

In collaboration with colleagues at The Highland Council, the Service Delivery Contract (SDC) governing the services provided by the charity on behalf of the Council was revised and updated for the

first time since its inception in 2011 to reflect the changing environment and ensuring the continuing financial viability of the organisation.







# Five Ways to Wellbeing

## Còig dòighean gu sunnd

**'Five Ways to Wellbeing', outlining a series of simple steps that people can take:**

**Connect** – good relationships with family, friends, colleagues, neighbours and people with similar interests are important for mental wellbeing.

**Learn** – there are lots of different ways to bring learning into our lives. Try something new, rediscover an old interest, sign up for a course.

**Be active** – discovering a physical activity which we enjoy and that suits our level of mobility and fitness is vital. Movement usually makes you feel good.

**Take notice** – being aware of the world around us and what we are feeling (some people call this awareness “mindfulness”).

**Give** – acts of kindness. Doing something nice for another person, thanking someone, volunteering our time.



# Adult Learning

## Ionnsachadh Inbheach

**Adult Learning provides a range of learning activities in communities across Highland which help with everyday life skills such as reading, writing, using numbers, English as a second language and digital literacy. On 1st December 2024, the Adult Learning transferred to The Highland Council along with the Youth Work service.**

The transfer aligned with the Highland Council's 'Workforce for the Future Portfolio' which has a strong focus on career pathways and lifelong learning; strengthening and expanding the accredited achievement programmes in all Highland schools; and linking more closely with the work of the Council's employability service in supporting adults into employment.

### Life Long Learning: Family Cooking on a Budget

Family numeracy sessions in Lochaber help families to build skills and make memories together. Working closely with a network of partners, including two local primary schools, and funded by the UKSPF Multiply fund, this year family cookery sessions at Caol Youth Café were offered on a weekly basis.

Working together as a family, parents and children prepared a family meal each week, learning new skills with a particular focus on where we use numeracy in our everyday lives. Parents also learned skills for supporting their child's personal development, gaining confidence to engage in their child's learning and the wider school community. Experiencing new foods and discovering how to make family favourites together was a big hit with everyone. Families had fun scoring each new dish out of ten and documenting each recipe in their family scrapbook. As well as enjoying making tasty dishes, the children loved returning to school and shared their creations with their teachers and friends; if there was any left!

The weekly sessions also provided opportunities to discuss eating and drinking well, and the chance for the parents to socialise and build friendships. The group visited the local food larder to see what was available and explored how those items can be used in the kitchen. Learning how to save money and reduce food waste was also very rewarding.

**“Adult learning services are essential as they help individuals improve communication skills, foster creativity, encourage community engagement, and support personal growth.**  
**Angela, Adult Learner - Inverness** **”**

### Developing Better Digital skills

Helping adults improve their computer literacy skills was the focus of High Life Highland's Learning for Life team in Ross-shire. Digital skills courses commenced at Dingwall Library and Alness Library, offering participants a social and supportive space where they learn more about the digital world and develop their IT skills.

From online banking and shopping to making a GP's appointment or a job application, everything is done online nowadays but for some people this is not easy. The aim of the free digital skills sessions was to help people become more confident in using a computer, smartphone or tablet so they can carry out all these day to day tasks with ease.

**For every**  
**£1** → **£21.60**  
**invested in adult learning** **is returned to the**  
**at SCQF level 4** **economy**

**56**  
**learners gained**  
**SQA**  
**qualifications**



### Adult Learning Re-Launches as 'Learning for Life'

Launched during Adult Learners Week (18th-24th May 2024), 'Learning for Life' was launched as the new title for the Adult Learning skills provision. The service re-launch affirmed its identity as a lifelong, life-wide and people-centred service.



To celebrate the launch of Learning for Life, the service shared a new video featuring adult learner Sheryl who shares her own experiences of how the charity helped her. Scan the QR code to watch and hear Sheryl's touching story.

**86%**  
of learners report  
improved confidence  
in their core skills



# A Year of Accolades

## Bliadhna nan Duaisean



### Record Keeping Service of the Year 2024

The Archive and Records Association (ARA) Excellence Awards, took place on 29th August in Birmingham with the Highland Archive Service triumphant in the Record Keeping Service of the Year category, the only Scottish service to feature. The Highland Archive Service took 63% of the public vote, with fellow nominees being the Essex Police Museum and Lancashire Archives and Local History.

Ruth MacLeod, Chair of the Archives and Records Association UK & Ireland travelled to Inverness to hand over the trophy and congratulate the team in person, at their main headquarters in Inverness.

Speaking at the Highland Archive and Registration Centre, Ruth said: "The awards we give out each year are a great opportunity to celebrate all that is good about our profession and all the nominees for Recordkeeping Service of the Year, were I'm sure, deserving of the award, but I was particularly glad, as a Highlander, to see the Highland Archive Service win with such a resounding proportion of the public vote.



## Community Leisure UK Seriously Social 2024 Award Winner - Environment

In November 2024, High Life Highland came out tops for its environmental credentials in the first ever Seriously Social Awards.

Organised by Community Leisure UK – a members' association that specialises in charitable trusts delivering public leisure and culture services across the UK – the prestigious national awards ceremony took place in Manchester, with Sally Gunnell OBE as host.

High Life Highland's dedication to **Making Life Better** across the region through a wide array of projects, exhibitions, and educational initiatives aims to ensure that everyone can access, protect, and enjoy the natural world – this being a primary reason that the organisation was shortlisted in the Environment category.

The charity's range of services featured in the award-winning submission from the GROW gardeners project at the Inverness Botanic Gardens and the restoration of the Highland Folk Museum's curling pond with the Cairngorms National Park Junior Rangers, the Learning for Life team have been supporting asylum seekers learning English to explore the local environment and the library service has seen many of its facilities become green hubs of environmental education and climate engagement.

In addition, the High Life Highland Countryside Rangers have been instrumental in the creation of the Highland Wildflower Meadow Mosaic project, which has resulted in over 60 vibrant meadows being created in communities supported by volunteers. The service also carries out an array of biodiversity monitoring, practical environment conservation activities and educational initiatives.



## Green Apple Environment Award - Gold

The High Life Highland Countryside Ranger Service was recognised in the annual Green Apple Environment Awards. They were awarded gold in the Education and Training: Conservation and Wildlife Projects category for the Highland Wildflower Meadow Mosaic Project.

The Green Apple Environment Awards, launched in 1994, recognise, reward and promote environmental best practice around the world. This green award was the second for High Life Highland having won the Environment Category at the first ever Seriously Social Awards the previous month.

High Life Highland Countryside Rangers have been instrumental in the creation of the Highland Wildflower Meadow Mosaic project along with the Highland Environment Forum, which has resulted in around 100 vibrant little meadows being created in communities across the region, supported by a band of volunteers.





# Archives Tasglannan

High Life Highland's four Archive Centres—located in Inverness, Lochaber, Skye and Lochalsh, and Caithness—enable people to explore and understand the heritage of the Highlands.

Working with school pupils of all ages continues to be a key part of our engagement programme, and it has been fantastic over the past few months to collaborate with schools from across Inverness, as well as pupils from Fortrose, Alness, Aldourie, Dornoch, and even as far afield as Hertfordshire! We have also welcomed home-educated children from across the Highlands to the Highland Archive Centre to learn more about our collections and our work.



**2.4m**  
customer engagements  
in our archives service



## Transnational Island Museologies

In June, our Community Engagement Officer joined Dr Stephen Mullen, Dr Henderson Carter, and Dr Heather Cateau (pictured below) for a roundtable discussion at the Transnational Island Museologies conference at the University of St Andrews. The session focused on Eric Williams' seminal 1944 book *Capitalism and Slavery*, and included sharing her experiences of using archives related to enslavement with a range of audiences.

Over 180 participants from 47 countries attended the conference, and we were delighted to be involved.



## Memories of the First Mobile Library in Lochaber

Often, the pictures and recordings on Am Baile prompt happy memories and reminiscences, and we thought we'd share an example of that in this report. Mary Bruce has shared her memories of being the driver of the first Mobile Library in Lochaber:

"In 1975, the first Lochaber Mobile Library was brought down to Fort William. I can remember my horror at discovering that my first experience of driving the vehicle was to take it out from the courtyard at the County Buildings in Inverness, through a narrow opening, with library staff watching my efforts!

After a short drive around to acclimatise myself with the vehicle, I was loaded up with stock and sent on my way back to Fort William. I was given access to a room at Caol Library for my excess stock, and from there I organised my exchanges of books and my returns. Mrs White and Mrs MacAllister were invaluable to me for their advice on library matters—their kindness is still remembered—as was Mrs MacLaren at Fort William Library, who was always ready to answer my queries.

The following week, accompanied by the Regional Librarian, Donald Anderson, I set off around Lochaber to establish a route with stopping places and times for the Mobile. It was a great week, weather-wise, and a wonderful opportunity to get to know the people of the area the Library was to cover. We arranged times for visits to the local schools, Glencoe Hospital, and Dalmhor House in Strontian. All villages that had formerly had a small 'village' library were now to be covered by the Mobile.

The Mobile Library was to cover all of Lochaber, leaving from Fort William each day to destinations as far as King's House in Glencoe, Lochaline and Kilchoan on the Ardnamurchan Peninsula, and Mallaig and 'all places in between'—even as far north as Cluny Mains near Newtonmore, and over the hill to Dalwhinnie.

As Highland Council was taking over parts of the areas formerly covered by a Mobile Library from Argyll County Council, we were also responsible for retrieving all books that had been issued by them. Some days, as the shelves of the Mobile were full, the floor was also littered with boxes of books—not the neat and orderly library I had hoped for!"



# Countryside Rangers

## Maoir-dhùthcha

The High Life Highland Ranger Service successfully implemented numerous community and school-based educational programmes, significantly contributing to Highland's biodiversity obligations.

One of the highlights was a group of conservation-minded volunteers who came together to build new homes for local wildlife in Caithness, with support from High Life Highland Countryside Rangers.

Caithness Environment Volunteers gathered at High Life Highland's ranger base at the Seadrift Centre in Dunnet for a productive and inspiring session focused on creating habitats to boost biodiversity and support wildlife across the county. The industrious group had a fantastic day crafting a variety of homes for different species. Their efforts included two bat boxes, four hedgehog boxes, and two tawny owl boxes destined for Wick Riverside, alongside two rabbit escape tunnels for the Farr Glebe Bumblebee conservation site, which has recently had rabbit-proof fencing added to protect it from grazing.

Additionally, the Seadrift Centre itself benefited from their work, with the creation of eight new house martin nests—enhancing the centre's contribution to local biodiversity.

"It was a joy to host this dedicated team and witness their wonderful contribution to the region's wildlife."





# Gaelic Inclusion

## In-ghabhail Ghàidhlig

High Life Highland collaborates with The Highland Council's Gaelic Team to deliver specific targets and support the promotion of Gaelic language and culture, primarily through its Archives, Museums, and Music Tuition services.

Countryside Rangers continue to promote the use of Gaelic, incorporating it into their programmes and educational materials. This ensures strong links with cultural heritage and supports language preservation.

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

Am Baile, a bilingual cultural heritage website managed by the HLH Highland Archive Service, has seen increasing customer engagement. The site features bilingual descriptions of content, and new Gaelic material is added regularly by skilled Gaelic translators. In addition, its social media content attracted more than 1.5 million engagements.

All interpretation at Inverness Museum and Art Gallery is bilingual, and the museum offers two permanent display sections

that explain and promote Gaelic. These include an interactive exhibit that gives visitors the opportunity to learn Gaelic words and try out the language. At the Highland Folk Museum, visitors can experience Gaelic language and traditions in a variety of living history settings, including Gaelic psalm singing in the church and regular waulking the cloth demonstrations.

Skye and Lochaber Archive Centres regularly support and work in partnership with Gaelic-medium schools in their areas. They also collaborate with Sabhal Mòr Ostaig and several community groups on initiatives aimed at sustaining and transmitting Gaelic language and culture.

The Inverness Gaelic Society Library is housed within Inverness Public Library, and Gaelic book collections are available throughout all Highland Libraries. Regular Gaelic Bookbug sessions—rhyme, song, and storytelling sessions for children aged 0–4 and their parents/carers—are delivered from multiple library locations.

# Health & Wellbeing

## Slàinte & Sunnd

The High Life Highland Active Health Programme offers people with a range of long-term health conditions access to exercise classes in leisure facilities, supporting their physical, mental, and social health and wellbeing.

Targeted projects delivered by High Life Highland that contribute to improving mental health and wellbeing include: falls prevention, cardiac rehabilitation, cancer rehabilitation, older adults' health and wellbeing, Type 2 diabetes and physical activity, physiotherapy in leisure centres, pain management, the GP movement and activity programme, and dementia-friendly initiatives—including the museums service-led House of Memories.

The You Time programme is delivered across Highland and includes activities provided by archives, leisure facilities, libraries, and countryside rangers. It supports older people to sustain and improve their physical and mental health and wellbeing, while also helping to reduce social isolation and loneliness. Last year, there were over 44,216 attendances at these classes.

In October 2024, Living with Type 2 Diabetes programme was launched at Inverness Leisure to support individuals at risk of, or living with, Type 2 Diabetes. The programme promotes better health and wellbeing through regular physical activity, which has been shown to reduce risk and help manage the condition. A mix of cardiovascular and resistance exercises can improve blood sugar control, fitness, weight management, and emotional wellbeing.

# 'i-care' Awards

## Duaisean 'i-care'



### Inspiring i-care awards evening for High Life Highland staff and volunteers

The historic Strathpeffer Pavilion was the venue in November for the 2024 High Life Highland i-care awards with over 100 people attending to celebrate the many ways in which staff and volunteers are Making Life Better for residents and visitors across the Highlands. Hosted by STV's Nicola McAlley and with musical entertainment from High Life Highland's music tuition service, the evening saw awards presented to outstanding employees, inspiring young people and inspirational volunteers as well as members of staff receiving long service awards.

Chair of the High Life Highland Board, Michael Golding said: "This annual event, sponsored this year by Technogym, is a wonderful way to celebrate our staff and volunteers and all the fantastic work they do day in day out. The response to our plea for nominations across the different categories was quite overwhelming – and all well deserved. It was extremely difficult to narrow the nominations down to a shortlist, so as well as congratulating all our 2024 winners, I would also like to congratulate and thank everyone who received a nomination. They are all doing such a great job across all our services."



## The winners of the 2024 High Life Highland i-care awards

Outstanding Employee of the Year Award, sponsored by Aqua Leisure:  
**Ian Munro (Inverness Leisure)**

High Performing Team of the Year Award, sponsored by Zoggs:  
**High Life Highland Mobile Library Team**

Star Volunteer of the Year Award, sponsored by Askews & Holts Library Services:  
**Rheannan Rigby from Invergordon**

Inspiring Young Leader of the Year Award, sponsored by Stagecoach:  
**Archie Webster from Inverness**

Peoples Choice Award, sponsored by Stagecoach:  
**Jenny Rankine from Dingwall Leisure Centre**

The Highland Council Collaboration Award, sponsored by Haydock Music Ltd: **The Highland Council's Payroll Team**

Chair of the Highland Council Education Committee Award, sponsored by MacCallum Bagpipes: **Sarah Ross (Active Schools Co-ordinator, Portree)**

High Life Highland Trading Company Chair Award, sponsored by Dynam: **High Life Highland Development Team**

High Life Highland Charity Chair Award, sponsored by MacGregor Industrial Supplies: **Hugo Taillandier and Niamh Sutherland (Youth Support Officers)**

Awards were also presented to long-serving members of staff, with 10 individuals recognised for 20 years of service, another 10 for 25 years, and five celebrating 30 years with the organisation. Meanwhile, eight members of staff were congratulated on reaching 35 years of service, and one member—Jackie Mackenzie—marked an impressive 40 years.



## With thanks to our Award Sponsors





# Inverness Botanic Gardens

## Gàrraidhean Luibh-eòlais Inbhir Nis

Inverness Botanic Gardens is fully committed to 100% recycling and is a sector leader in carbon reduction and biodiversity.

High Life Highland signed the Highland Charter for Climate, Nature and Health. The new Charter—launched at Inverness Botanic Gardens—is a pledge to place climate, nature, and the benefits of green and blue health at the heart of decision-making and action. Its aim is to ensure that both the natural environment and the people of the Highlands experience improved health, wellbeing, and resilience.

The Highland Charter for Climate, Nature and Health builds on its predecessor, the Climate Charter, by recognising that all three elements are essential for the health of the planet and its people.



### Introducing Artwork to Cafe Botanics

Hot on the heels of her involvement in the last Inverness Botanic Gardens exhibition, Margaret Cowie had a solo exhibition on display at the popular city attraction. Adorning the walls of Café Botanics during November and December was a beautiful, colourful display of her floral inspired works.

Margaret Cowie is a stalwart of the Inverness art scene and enjoys working with all types of painting media and tackling a wide range of subject matter. She is particularly drawn to still life but also enjoys landscape, townscape/village scenes and also figurative drawing and painting and abstract art.

Pamela Sutherland, Head Gardener at Inverness Botanic Gardens said: "We were very honoured and excited to show Margaret's first solo exhibition at the Inverness Botanic Gardens Café. It was wonderful to have such a colourful display of works for visitors to enjoy in the run up to Christmas."



## Celebrating the GROW Gardeners

The enthusiasm and passion for all things horticultural shone through at a celebratory summer evening for participants taking part in a very special project at the Inverness Botanic Gardens.

Receiving certificates and portfolios – and in some cases – long service awards from writer and broadcaster Nicky Marr, the vocational gardeners from the GROW project had their efforts applauded by family and friends. Over half of the garden area in the Inverness Botanic Gardens is tended and cared for by the GROW Project, which offers people with additional support needs the opportunity to get involved in practical horticulture, learn new skills and make new friends.

Rain or shine the GROW gardeners are at the High Life Highland attraction every week taking part in a range of gardening related activities that are helping to build their confidence and enhance their physical and mental wellbeing.

Ewan MacKintosh, Facilities Manager with High Life Highland said: “I would like to offer all our gardeners a massive congratulations on all their horticultural and personal achievements and an enormous thank you to the wonderful team of volunteers who help us ensure that everyone has an enjoyable time.

“The GROW Project promotes horticultural happiness and social inclusion, aided by our amazing team of community volunteers. Depending on the season, you will find fruit trees, vegetable plots, wild flowers, bulbs, herb beds, a bug hotel to encourage insect life, and much more – all created and maintained by our project participants here at the Inverness Botanic Gardens. It is a wonderful example of how High Life Highland is making life better for people.”



# Inverness Castle Project

## Pròiseact Caisteal Inbhir Nis

In October 2024, Inverness Castle Experience was thrilled to announce its collaboration with Stephen Spencer + Associates (SS+A), experts in creating captivating customer retail experiences. SS+A will design a unique retail experience at the castle, celebrating the best of the Highlands as part of this exciting new visitor attraction.

SS+A places people at the heart of their designs, ensuring every visitor interaction tells a compelling brand story. Their approach—known as “Ambience”—enhances the overall visitor experience through all senses, driving commercial success while enriching cultural and retail spaces.

An exciting 3D scanning project, digitally capturing historical objects from museums across the Highlands, was also completed in October. This initiative will form a vital component of the immersive storytelling experience at Inverness Castle Experience, showcasing artefacts that represent the region’s rich cultural history.

Key historical objects—such as a powder horn (used to hold blasting powder), the Ballachulish Goddess, and a Mesolithic harpoon—are among the fascinating items that have been scanned. These artefacts, and many others, will be featured in the People Room within Inverness Castle’s South Tower Experience, where they will serve as signposts guiding visitors to the individual museums where the original pieces are housed.



Presenting Seanchaidh (shen-heh-kay), a bespoke Highland Single Malt Scotch Whisky crafted by the Own Label Company. This limited-edition whisky captures the essence of the Scottish Highlands in every drop, with a name that means “storyteller” in Gaelic, honouring the Highland tradition of storytelling woven into its culture.

In December, a special stall in the Victorian Market in Inverness offered for sale 300 limited-edition, individually numbered bottles of Seanchaidh. This exclusive release was highly sought-after to own a special bottle of this exceptional Highland Single Malt, making it an unmissable event for whisky enthusiasts and collectors alike.

In February 2025 The Inverness Castle Experience reached two key milestones: the completion of glazing on the new link building and the installation of the fully refurbished Rose Window in the South Tower Story Room. These achievements marked significant progress as the attraction prepares to open later this year.

The contemporary link building will house the Saltire Bistro, offering visitors a unique space to enjoy Highland hospitality. The glazing, meticulously crafted and installed by specialist contractors, has been delivered to the highest standards under the supervision of Bancon Construction, the project’s main contractor.

Adding to the sense of achievement, the stunning Rose Window, a cherished historic feature, has been fully refurbished and now takes centre stage in the South Tower Story Room. Suspended from the ceiling within a bespoke steel frame, the intricate window has been restored to showcase its original craftsmanship, creating a breathtaking focal point in the room where visitors will immerse themselves in the stories of the Highlands.



The Inverness Castle Experience has revealed its ticket pricing structure ahead of its highly anticipated opening this year. A key highlight is the introduction of a special pass – an initiative offering Highland residents unlimited return visits from October to March, along with a 10% discount on food and drinks (excluding alcohol) after purchasing full-price tickets.

The Inverness Castle project is part of the Inverness and Highland City-Region Deal, a joint initiative supported by up to £315m investment from the UK and Scottish governments, The Highland Council, Highlands and Islands Enterprise and the University of the Highlands and Islands, aimed at stimulating sustainable regional economic growth.

When buying a ticket online, Highland residents can unlock a special pass using their *highlife* card. This pass grants unlimited, bookable repeat visits to the Inverness Castle Experience from October to March (terms and conditions will apply). This exclusive opportunity allows locals to explore the attraction as often as they like, immersing themselves in Spirit of the Highlands stories while enjoying discounted food and drinks.





# Libraries Leabharlannan

# 1,430

Number of local children who took part in the Summer Reading Challenge

HLH library staff deliver an extensive programme of activities to support early years literacy and numeracy, including Bookbug sessions and early years/family STEM activities. Book collections to support reading for learning and recreation are provided in both hard copy and digital format. Libraries also support learning and teaching through the provision of the school library service. HLH Libraries offer no-cost family activity programmes that support literacy, STEM learning, digital and social inclusion. Highlights from the year include:

- In May 2024, High Life Highland libraries celebrated Bookbug Week with a series of engaging events for children aged 0–5, centred around the theme of saying “hello” in multiple languages. The initiative highlighted Scotland’s linguistic diversity, with a focus on Gaelic, French, Spanish, and German.

- Inshes Library, in partnership with Fèis a’ Bhaile, launched a creative music project supported by funding from The Highland Council Ward Discretionary Fund. A key feature was the installation of a publicly accessible electric piano, promoting inclusion and creativity. Plans are underway to establish a free keyboard club offering taster sessions for children in P4–P7.

- Furthering its commitment to sustainability and community engagement, High Life Highland established four new Green Hubs in Dingwall, Caol, Wick, and Ardnamurchan libraries, supported by CILIPS Green Libraries Scotland. These hubs feature climate-themed book collections, educational displays, and collaborative programming with Countryside Rangers and local partners. Initiatives include after-school nature clubs, nature explorer bags for families, and Seed Libraries in Caol and Wick, encouraging biodiversity and sustainable living.

# 2.7m

customer engagements  
with our libraries



# Levelling Up Ìre suas

Three major projects along the River Ness in Inverness received nearly £20 million from the UK Government's Levelling Up Fund, aimed at enhancing the city's cultural, sporting, and environmental infrastructure while supporting net zero carbon targets.

**Bught Park:** Supported by lead contractor Clark Contracts, the redevelopment began in January 2024 and scheduled for completion by July 2025. The project supports local employment, with over £4 million reinvested into the regional economy through local subcontractors. Improvements will enhance the park's appeal for sports and events.

**Castle Street Energy Centre:** This new sustainable facility will supply renewable energy to Inverness Castle and Town House via heat pumps, significantly reducing carbon emissions. Designed to complement the landscape, the centre also improves pedestrian access to the redeveloped castle. Construction is complete, with landscaping to follow in mid-2025.

**Northern Meeting Park:** Refurbishment works began in late 2024, led by Morrison Construction – Highland, and are expected to conclude by June 2025. The project includes restoration of the Victorian grandstand, improved green space access, upgraded event infrastructure, and a new community pavilion, reinforcing the park's role as a key cultural and sporting venue.

almost  
**£20m**  
awarded from the  
UK Levelling Up Fund





# Leisure

## Cur-seachad

High Life Highland provides modern apprenticeships through its leisure facilities including qualifications in Group fitness, Personal training and gym instructor which support young people who wish to remain in Highland and develop their careers at home.

Gyms are key to the financial sustainability of leisure centres and help the service to provide less financially viable activity such as swimming lessons for children and the budget scheme for people and families on low incomes. The programme of upgrades to gyms in the High Life Highland portfolio has been continued with recent upgrades in Sutherland, Caithness, Lochaber, and Badenoch seeing a variety of new equipment introduced and upgrades to fitness suites to provide customers with more choice and an improved experience and helping to make life better across the region.

The Sutherland centre gym is one such facility which has seen the introduction of a new, dedicated strength and conditioning area while the East Coast Community Facility in Wick has had a full refresh in terms of its cardio offering. At the Leven Centre in Lochaber, customers can experience the benefits of new and improved strength and cardio equipment and earlier in the year, the Badenoch Centre gym in Kingussie re-opened with a full new fitness suite and strength area upgrade.

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

**4,700** participants per month during 2024/25



### Celebrating 50 years of Dingwall Leisure Centre

The weekend of the 22–24 November 2024 marked the golden anniversary of Dingwall Leisure Centre, which has been at the centre of the community since it was built in 1974. As part of the celebrations, highlife members and non-members streamed through the doors and took part in a variety of fun free activities including 70s themed roller-disco, swimming, body pump, yoga and much more.



November marked Men's Health Month—a global campaign aimed at raising awareness of key health issues, particularly mental health, suicide prevention, and cancer.

With the growing popularity of walking football, men are finding new opportunities to reconnect with the sport—and it's having a significant impact on their physical and mental wellbeing. In Lochaber, High Life Highland runs a men's walking football group in Fort William on Monday nights, led by the local leisure centre manager.

Walking football is designed for people aged 50 and over and is exactly what it sounds like—a standard game of football where players walk instead of run. It helps individuals get fit or maintain an active lifestyle regardless of age or fitness level, and also supports those returning to the sport after stepping away due to age or injury.





# Membership and Promotions

## Ballrachd agus àrdachaidhean dreuchd

High Life Subscriptions increased by  
**1,164** from April 2024  
 to March 2025

### Corporate Membership re-launches as Employee Wellbeing Membership Scheme

The charity rebranded its previous corporate membership programme to better reflect a desire from employers to support both their employees and their families physical and mental health, which in turn helps foster positive working environments. Numerous studies have shown that being active daily is not only good for a person's physical wellbeing it also boosts mood and can greatly help with improved mental health and can offer many social benefits too.

The employee wellbeing subscriptions increased from 3692 in April 2024 to 4577 in March 2025 with 50 new corporate membership clients.

### Membership Campaigns

HLH continues to deliver an extensive range of membership campaigns designed to attract new audience to our leisure facilities and retain our existing members:

- Refer a Friend
- 3-day and 7-day pass
- Ten days for £10.00
- Happy 18th Birthday
- UHI Freshers Month
- National Fitness Week
- Every Membership Counts
- Bring a Buddy
- Be Active to Thrive
- Flash 24 hour offers

# Museums and Galleries

## Taighean-tasgaidh agus Gailearaidhean

High Life Highland operates the two regional museums, the Highland Folk Museum and Inverness Museum and Art Gallery and one county museum, the North Coast Visitor Centre.

They offer the opportunity to experience and understand the uniqueness of the Highlands and to be part of carrying forward its traditions and heritage. In addition to the core offer of visiting the museum and self-guiding through the exhibits, the museums offer an ongoing programme of classes, events, and opportunities to engage further.



### Restoration of the Woodsman's Caravan at the Highland Folk Museum

A much-loved exhibit at the Highland Folk Museum, the Woodsman's Caravan, has been fully restored following severe storm damage during Storm Arwen in 2021. Originally the home of Carrbridge sawmill worker Charlie Ross for over 60 years, the caravan was donated to the museum in 2020. Restoration was made possible through a £2,500 donation from local supporters Steve and Mary MacLennan, with museum staff and volunteers ensuring the preservation of its original features. The exhibit now stands proudly near the pinewoods entrance, offering visitors a glimpse into a unique piece of Highland heritage.





At Inverness Museum and Art Gallery (IMAG), an exhibition celebrated the ash tree—its beauty and its importance as a material for distinctive furniture and artworks. The exhibition was created by the Scottish Furniture Makers Association in partnership with Scottish Forestry and the Association of Scottish Hardwood Sawmillers, with additional funding from Creative Scotland.

The ash tree is a vital native species in Scotland, supporting biodiversity and providing a habitat for rare mosses and lichens that are key to the country's temperate rainforest ecosystem.

Ash Rise showcases work from 20 leading and emerging furniture makers and artists, using timber from ash trees grown in Stirlingshire that had to be felled due to ash dieback. Their creations demonstrate the versatility of ash as a material, with each piece thoughtfully and meticulously crafted to reflect the tree's natural beauty and characteristics.

IMAG also collaborated with Eden Court Galleries and Wasps' Inverness Creative Academy to present a multi-site exhibition featuring works by artists inspired by the Gaelic language, culture, and connection to the land. Buaille features 20 artists from across Scotland who explore their creative processes through a Gaelic lens.

Our Visual Arts Programme Curator at High Life Highland's Inverness Museum and Art Gallery shared:

"Buaille has been made possible thanks to the generous support of Maoin nan Ealan Gàidhlig (Gaelic Arts Fund), which has enabled us to bring together a new generation of artists from across the Highlands and Islands, as well as undertake school workshops alongside the exhibitions.

We are delighted at Inverness Museum and Art Gallery to have the works of eight fantastic artists on display for two months as part of this celebration of Gaelic culture."



# Music Development

## Leasachadh Ciùil

On Thursday 30 May 2024, the Dingwall Area String Club and Inverness Schools' String Orchestra held their summer concert at The Pavilion in Strathpeffer. Both groups are led by High Life Highland (HLH) String Instructors. More than 60 young string players, ranging from P4 to S3, performed a varied programme of music to a large audience. The concert concluded with a joint performance of a piece that both groups had been rehearsing individually.

High Life Highland also marked its first international music tour with a strong debut. The newly formed HLH Pipe Band and folk group Beira travelled to Belgium to perform at Schotts Weekend in Alden Biesen—a well-established piping competition and festival.

Despite having only four rehearsals together due to the wide geographic spread of members, the HLH Pipe Band achieved third place overall in their first competition, including first place in both drumming and ensemble categories. Beira performed twice at the festival: a full stage set that included collaborative pieces with the pipe band, which received an enthusiastic response from the audience, and a second performance on the acoustic stage. The latter, held in a more intimate setting, showcased the group's adaptability and musical skill.



**4,200**  
undertaking music  
tuition in March 2025



The lead singer of Scottish band Tide Lines says he owes his career to the experiences and opportunities he was given growing up in Lochaber and being involved in Highland Young Musicians.

Robert Robertson was the guest performer at a special High Life Highland ceilidh in January which was organised to raise funds towards helping two particular Highland Young Musicians bands attend upcoming competitions and performances. 'Beira' and members of the High Life Highland Pipe Band provided entertainment at the event alongside Robert and there were some excellent ceilidh tunes courtesy of High Life Highland music instructors.

Speaking after the sell-out fundraising concert at the Strathpeffer Pavilion, Robert Robertson praised High Life Highland's Music Service for the chances it gives young people regardless of whether they intend to pursue a professional music career or just enjoy it as a hobby.



Over 250 young musicians joined together for the annual Highland Young Musician Groups Taster Day on 21st September at Inverness High School. After numerous weekend rehearsals and practising at home this culminated in another sell out concert at Eden Court Theatre on 22nd March 2025.

As ever, the young musicians rose to the occasion and all musical groups gave stunning performances throughout the afternoon. For the first time, the musical journeys of two Highland Young Musicians, Ethan and Polly, were documented in a short film which was released after the concert. You can watch and hear from both young people by scanning the QR code at the side.

The following day, some of the young musicians involved went straight into a completely different musical environment at the 2025 Highland Young Musician of the Year competition.

Megan Campbell, 15, from Portree High School, was awarded the coveted title of Highland Young Musician of the Year 2025 at yesterday's (23 March) event at the Highland Archive Centre in Inverness.

Megan impressed the judges with her flute programme in which she performed 'Sentimentale' by Claude Bolling; 'Petite Valse' by Andre Caplet & Leonard Bernstein's 'Mambo'. She will now represent the Highland region in the Scottish Young Musician of the Year competition, which is being held in May at the Royal Conservatoire of Scotland in Glasgow.

The competition's two runners up were pianist Jack Bungey, 17, from Ardnarmurchan High School and violinist Rebekah Bullivant, also 17, who is a student at UHI and member of the Highland Regional Youth Orchestra. Fellow competitors were Talitha Williamson (violin); Fiona Langley (voice) and Blythe Bullen (violin).



Scan the QR code to watch our video about Ethan and Polly, two Highland Young Musicians.





# Sport Spòrs

sportscotland started the Active Schools programme in 2004 working in partnership with all 32 local authorities across the country – with the aim of getting more children, more active, more often. This year High Life Highland Active Schools are celebrating their 20th Anniversary. Thousands of young people in the Highlands have benefitted from this national programme during this time – with some now even employed as a local Active Schools Coordinator and motivating the next generation.

Alongside the 20th Anniversary of Active Schools, HLH also marked Women & Girls in Sport Week. Female participation across primary and secondary schools across the region up 7% from the previous year. The charity's figures show that in the Ardnamurchan school group, 83% of female pupils are being physically active through Active Schools, while in the Mallaig school group, 80% of female pupils are participating in Active Schools sessions.

In November, over 100 primary pupils experienced their first ever para-sports festival, hosted by High Life Highland and Alness Academy. The event was an opportunity to try out different disability sports and adaptive physical activity drills with their peers from across the Active Schools cluster, with everyone agreeing it was a really fun way to learn more about para-sports. Active Schools Young Leaders were on hand to help deliver the para-sports festival having received training from High Life Highland's Disability Sport Officer.

"It was great to see the Sports Leaders running a para-sport event in Alness, hopefully this is something that they will continue to do more of to create more inclusive opportunities in sport locally.

The Leaders were all fantastic and drew on their own strengths and interests to provide a day full of variety. It was great to see them all grow in confidence during the session. All the participants looked like they had a great time, some trying activities for the first time."

## Gold for Team GB's ATAS athlete Emily!

16-year-old, Emily Rothney from Carrbridge wrote her place in GB sporting history at the 17th European Youth Winter Olympic Festival in Bakuriani in Georgia. Emily has been supported in her sports progression by the Highland Athlete Travel Award Scheme (ATAS). ATAS is delivered through a partnership between sportscotland and High Life Highland and is designed to help performance level athletes living within the Highland area who face considerable travel costs for training and competitions

## 20 years of McRobert Cup

Over 750 primary school pupils from Inverness and the surrounding area donned their trainers and determination on 26 March in a bid to bag a podium finish at one of the Highland's most prestigious sporting events! The 20th McRobert Cup was held again this year at Torvean Park, which offers runners a fun and challenging course in beautiful surroundings. The race for Highland primary school pupils is proving more popular than ever with a record number of entries. The weather proved favourable and with lots of family and friends there to support the runners from 36 different schools, the atmosphere was electric. With thanks to Cllr Alex Graham, Cllr Michael Gregson and High Life Highland Board Member David Finlayson who presented the medals and trophies on the day.





# School's Out Sgoil a-muigh

## School's Out Summer Activity Programme

High Life Highland's School's Out Summer Activity Programme runs throughout the six-week school summer holiday period, offering a wide-ranging schedule of activities designed to keep children and young people active, engaged, and socially connected. Delivered across all HLH services—including sports, libraries, arts and crafts, outdoor adventures, and nature-based experiences—the programme provides a balanced mix of free and paid activities.

The initiative represents excellent value for families, with additional benefits available to those subscribed to the High Life card. Activities are designed to be inclusive and accessible, supporting physical and mental wellbeing while encouraging creativity, learning, and social interaction.

By offering structured, enjoyable experiences during the summer break, School's Out plays a key role in helping children maintain healthy routines, build friendships, and explore new interests in a safe and supportive environment.

# 21,190

attendees throughout School's Out  
Summer Activity Programme



# Youth Work

## Obair Òigridh

Youth work staff provide opportunities for young people to gain achievement awards – Youth Achievement Awards; Dynamic Youth Awards; Hi5 Awards; Saltire Awards; John Muir Award; SQA awards and Duke of Edinburgh Awards which are of significant benefit for young people in gaining employment or higher and further education places.

On 1st December 2024, the Adult Learning transferred to The Highland Council alongside the Youth Work service.

### Dynamic Youth Awards

The Hub in Aviemore was the venue for an awards ceremony to celebrate the outstanding achievements of the area's youth. The Dynamic Youth Awards – hosted by High Life Highland and IRL Education – recognised the efforts made across a wide range of activities from producing radio shows on Speysound to designing promotional materials for local charities.

“The dedication and hard work of these young individuals has positively impacted the local community while also helping them develop valuable skills and confidence. Their efforts demonstrate the significant contributions young people can make through commitment and initiative.”

### Highland Youth Parliament

The annual Highland Youth Parliament was held in Inverness in June, focusing on young people's mental wellbeing. Over 100 delegates from secondary schools and youth services attended the event at Inverness Leisure.

Activities included a symbolic “Walk a Mile” for mental health, supported by ‘See Me’, and various wellbeing sessions such as swimming, yoga, and visits to local attractions. The Parliament also launched a mental health support poster to help young people assist their peers.

## Leadership Programme

**7751**  
young leaders have come  
through the programme

**1069**  
have registered in  
this academic year

This amounts to at the very least 27,425 leadership hours

### 1097 Hoodies awarded this academic year

- 4 Diamond Hoodies
  - 7 Platinum Hoodies
  - 30 Gold Hoodies
  - 54 Silver Hoodies
  - 17 red Hoodies
  - 75 Green Hoodies
  - 155 Purple Hoodies
  - 478 Navy Hoodies
- There were also 269 T-shirts awarded

### SCQF HLH Choose To Lead Awards

**51**  
Level 4 Reg | 8 passed  
43 ongoing

**19**  
Level 5 Reg | 5 passed  
14 ongoing





## Junior Leadership – Primary schools

# 1657

**junior leaders trained  
since 2023**

- 697 Junior Leaders
- 27 Football leaders
- 26 Dance Leaders
- 31 Games Leaders

## Movers & Shakers Dance Leaders

**71 Dance Leaders trained**

**11 Junior Leaders trained**

**26 children delivered within 13 Primary Schools**





# 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:

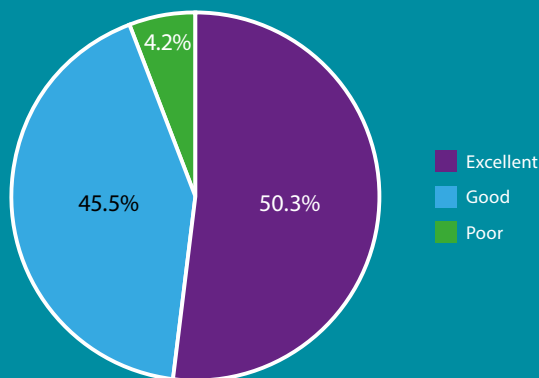
	2024/25	2023/24	2022/23
Customer Engagements	8,496,970	8,014,070	7,081,243
High Life Subscriptions (monthly average for year)	19,744	17,075	12,451
Average Monthly Staff Turnover	0.95%	0.96%	0.85%
Average Staff Absence Rate	4.4%	5.1%	3.63%
Number of Complaints Received	129	98	69
RIDDOR Accidents/Incidents	1	3	6

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?



# Results and Performance

## Toraidhean agus Coileanadh

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

During the year ended 31 March 2025, the charity successfully delivered and developed its services, recording a surplus of £948,800 (2024 – deficit of £236,496). This figure includes an actuarial gain of £75,000 (2024 – £29,000) posted through the Statement of Financial Activities in relation to the pension fund for the year ended 31 March 2024.

The Trading Company recorded a profit of £614,238 for the year (2024 – £506,430). The Company's revenue stream is largely tied to the terms of its Service Delivery Contract with The Highland Council. Under this contract, there is a direct link between the level of service required by the Council and the amount of funding provided to the Company to deliver those services.

High Life leisure membership income continues to thrive, with the number of subscriptions increasing by 5% to over 20,000 during the year. Other earned income streams also performed strongly, with revenue from Museums and Galleries growing by 10%. Following the revision of the Service Delivery Contract with The Highland Council, funding support for inflationary salary increases has helped address a significant financial challenge for the Company.

Looking ahead to the new financial year, the opening of the Inverness Castle Experience is expected to significantly expand the charity's operations, driving growth in revenue, staffing, and visitor numbers, while delivering wider benefits to the Highland area.

The Directors consider that, with the 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 Charity reported a surplus on its balance sheet of £2,041,620 (2024 – £1,092,820), including the actuarial adjustment. As noted above, there is a link between the level of service required and the funding provided. The future level of contributions to the pension fund has been agreed by the Charity and The Highland Council, in consultation with the scheme's actuaries.

At the year-end, the Charity's share of the pension fund shows a net asset position of £26,230,000 (2024 – £12,993,000). HLH does not expect to receive any future benefit from the scheme, and as such, this asset has not been recognised. While the improvement in the net asset position is welcomed, the Directors and Senior Management acknowledge that the pension fund valuation can fluctuate significantly from year to 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. The most significant risk facing The Company at present is lack of investment in facilities in addition to reducing maintenance budgets leading to facility decline, poor customer experience and lack of ability to increase customer numbers.

# Statement on Business Relationships

## Aithris air dàimhean gnìomhachais

### Our valued relationships: strengthening the Highland community

At High Life Highland, strong and collaborative business relationships are central to achieving its purpose of “Making Life Better” for the people of the Highlands. High Life Highland recognizes the vital contribution made by its partners and stakeholders in delivering its charitable mission and ensuring the sustainability of services for the communities it serves.

#### Key partnerships and their impact

- **The Highland Council:** As the sole shareholder and parent organisation of High Life Highland, the Highland Council is a key strategic partner. HLH delivers a broad range of Public Service Obligations on behalf of the Council through a formal Service Delivery Contract. A collaborative relationship with the Council is vital to achieving service efficiencies, maintaining affordability, and enabling joint decision-making around service development and capital investment.
- **Local Businesses and High Life Loyalty Scheme:** High Life Highland fosters relationships with local, regional, and national businesses through the High Life Loyalty scheme. This partnership offers businesses a platform to promote their services to High Life cardholders, while providing members with discounts and benefits, enhancing the value of membership and generating additional revenue for High Life Highland’s charitable activities.
- **Leisure Link Partnership:** HLH actively participates in the Leisure Link Partnership, a reciprocal scheme with other leisure trusts across Scotland. High Life members can access facilities in participating areas at no extra cost, providing greater flexibility and convenience for individuals and families traveling within Scotland.

- **Community and Voluntary Organizations:** High Life Highland recognizes and values the contributions of the many vibrant social, sporting and cultural voluntary organizations in the Highlands. High Life Highland works collaboratively with these groups to ensure that services are effectively delivered and meet the diverse needs of communities.

- **UHI (University of the Highlands and Islands):** High Life Highland has a partnership with UHI, offering discounted leisure memberships to students and staff. This collaboration supports the well-being of the university community and promotes access to health and fitness opportunities.

- **Suppliers:** High Life Highland engages with suppliers to procure the goods and services necessary for delivering its wide range of services. The procurement process is governed by strict policies and standards to ensure fairness, accountability, and best value for money.

#### Ongoing commitment

High Life Highland remains committed to nurturing and developing its business relationships. These partnerships are instrumental in supporting its mission, enhancing its services, increasing income generation, and ultimately, ensuring that High Life Highland continues to “Make Life Better” for the people of the Highlands. By collaborating with partners, High Life Highland aims to expand its reach and maximize its positive impact on the well-being of the communities it serves.

# Energy and Carbon Report

## Aithisg air Lùth is Carbon

This company is a member of a group where the parent of that group, The Highland Council, prepares the disclosures required under the Streamlined Energy and Carbon Reporting requirements. The company has therefore taken advantage of the exemptions available under these regulations from reporting this information at an individual company level.



# Statement of Engagement with Employees

## Aithris Ceangail le Luchd-obrach

### Our people: inspiring passion, driving purpose

At High Life Highland, employees are considered the heart of the organisation. The organisation is dedicated to improving life for people and communities across the Highlands. Its staff is key to achieving this purpose. Their commitment to delivering high-quality, accessible, and inclusive services enables High Life Highland to positively impact the physical, mental, and social well-being of the region.

#### Creating an environment where employees can flourish

High Life Highland aims to foster a supportive and engaging environment where all employees can thrive. The approach to employee engagement focuses on several key pillars:

- **Valuing and Recognising Contribution:** The organization actively celebrates staff contributions through initiatives like the i-care Awards, which recognize excellence based on core values of Integrity, Community, Accountability, Respect, and Example. Long-serving employees are also recognised, celebrating their dedication to High Life Highland and the Highlands.
- **Investing in Development:** High Life Highland is committed to the continuous learning and development of its workforce, providing the necessary training for their roles and utilizing a six-monthly appraisal system to focus on their development needs and future aspirations.
- **Promoting Well-being:** The organization prioritizes the health and well-being of its employees. It strives to provide a family-friendly environment, offering flexible working arrangements and benefits

that support work-life balance. Additionally, opportunities such as discounts on the highlife membership scheme are offered and promoted, encouraging employees to prioritize their physical and mental health.

- **Fostering a Culture of Open Communication and Feedback:** High Life Highland encourages open and honest two-way communication and provides avenues for employees to share their feedback, challenge views, and contribute their expertise and ideas. High Life Highland partners with Trade Unions - GMB, Unison, and Unite - to ensure fair representation and to address workplace issues through formal and informal meetings.

- **Embracing Inclusion and Diversity:** High Life Highland is dedicated to creating an inclusive workplace where every employee feels valued and respected, regardless of their background or characteristics. High Life Highland ensures that no job applicant or employee receives less favorable treatment due to factors such as age, color, disability, or gender reassignment.

The organization remains committed to its staff, which is its single largest resource. The continued focus on employee engagement allows High Life Highland to attract, retain, and motivate dedicated individuals. This enables the organization to deliver essential services and make a real difference in the lives of people throughout the Highlands. High Life Highland is proud of its team and their unwavering commitment to the mission of 'Making Life Better'.

## Section 172 Statement

### Aithris Earrann 172

The directors of High Life Highland are committed to fulfilling the duty under Section 172 of the Companies Act 2006. In making decisions and developing strategy, the directors have considered factors including the likely long-term consequences of decisions, employee interests, fostering business relationships, the impact of operations on the community and environment, maintaining a reputation for high standards of business conduct, and the need to act fairly.

By considering these matters, the Directors aim to ensure High Life Highland continues to make life better for the people of the Highlands and fosters a sustainable future for the organization and the communities it serves.

# 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;
- state whether applicable UK Accounting Standards have been followed, subject to any material departures disclosed and explained in the financial statements; and
- prepare the financial statements on the going concern basis unless it is inappropriate to presume that the group will continue in business.

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 the Company Information page. 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.

**Michael Golding**  
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 2025 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 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 2025 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 have 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 44, 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.

**High Life Highland**  
**(A company limited by guarantee)**

**Independent auditor's report (continued)**  
**To the members of High Life Highland**

**Charity number: SC042593**  
**Company number: SC407011**

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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.

**High Life Highland**  
**(A company limited by guarantee)**

**Independent auditor's report (continued)**  
**To the members of High Life Highland**

**Charity number: SC042593**  
**Company number: SC407011**

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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**

**Statutory Auditors**

.....  
Torridon 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



**High Life Highland**  
**(A company limited by guarantee)**  
**Group statement of financial activities (including the income and expenditure account)**  
**For the year ended 31 March 2025**

**Charity number: SC042593**  
**Company number: SC407011**

	Note	Unrestricted funds £	Restricted funds £	2025 total £	2024 total £
<b>Income from:</b>					
Donations and legacies	4	2,242,824	-	2,242,824	2,242,824
Charitable activities	5	32,320,291	3,144,358	35,464,649	34,087,467
Other trading activities	6	2,309,879	-	2,309,879	2,184,774
<b>Total income</b>		36,872,994	3,144,358	40,017,352	38,515,065
<b>Expenditure on:</b>					
Raising funds	6	1,695,641	-	1,695,641	1,678,344
Charitable activities	7	34,390,892	3,057,019	37,447,911	37,102,217
<b>Total expenditure</b>		36,086,533	3,057,019	39,143,552	38,780,561
<b>Net income/(expenditure)</b>		786,461	87,339	873,800	(265,496)
<b>Transfers between funds</b>		(206,598)	206,598	-	-
<b>Other recognised gains:</b>					
Actuarial gains on defined benefit pension schemes	20	75,000	-	75,000	29,000
<b>Net movement in funds</b>		654,863	293,937	948,800	(236,496)
<b>Reconciliation of funds:</b>					
Total funds brought forward		685,017	413,879	1,098,896	1,335,392
<b>Total funds carried forward</b>		1,339,880	707,816	2,047,696	1,098,896

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 60 to 79 form part of these financial statements.

**High Life Highland**  
**(A company limited by guarantee)**  
**Company statement of financial activities (including the income and expenditure account)**  
**For the year ended 31 March 2025**

**Charity number: SC042593**  
**Company number: SC407011**

	<b>Note</b>	<b>Unrestricted funds</b> <b>£</b>	<b>Restricted funds</b> <b>£</b>	<b>2025 total</b> <b>£</b>	<b>2024 total</b> <b>£</b>
<b>Income from:</b>					
Donations and legacies	<b>4</b>	2,857,062	-	2,857,062	2,748,405
Charitable activities	<b>5</b>	32,320,291	3,144,358	35,464,649	34,087,467
<b>Total income</b>		<b>35,177,353</b>	<b>3,144,358</b>	<b>38,321,711</b>	<b>36,835,872</b>
Charitable activities	<b>7</b>	34,390,892	3,057,019	37,447,911	37,102,217
<b>Total expenditure</b>		<b>34,390,892</b>	<b>3,057,019</b>	<b>37,447,911</b>	<b>37,102,217</b>
<b>Net income/(expenditure)</b>		<b>786,461</b>	<b>87,339</b>	<b>873,800</b>	<b>(266,345)</b>
<b>Transfers between funds</b>		<b>(206,598)</b>	<b>206,598</b>	<b>-</b>	<b>-</b>
<b>Other recognised gains:</b>					
Actuarial gains on defined benefit pension schemes	<b>20</b>	75,000	-	75,000	29,000
<b>Net movement in funds</b>		<b>654,863</b>	<b>293,937</b>	<b>948,800</b>	<b>(237,345)</b>
<b>Reconciliation of funds:</b>					
Total funds brought forward		678,941	413,879	1,092,820	1,330,165
<b>Total funds carried forward</b>		<b>1,333,804</b>	<b>707,816</b>	<b>2,041,620</b>	<b>1,092,820</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 60 to 79 form part of these financial statements.

**High Life Highland**  
(A company limited by guarantee)

**Group balance sheet**  
**As at 31 March 2025**

**Charity number: SC042593**  
**Company number: SC407011**

		2025		2024	
	Note	£	£	£	£
<b>Fixed assets</b>					
Tangible assets	11		1,012,937		1,189,342
<b>Current assets</b>					
Stocks	13	118,809		117,818	
Debtors	14	2,518,849		1,337,213	
Cash at bank and in hand		22,370		20,432	
		<u>2,660,028</u>		<u>1,475,463</u>	
<b>Creditors: amounts falling due within one year</b>	15	(1,625,269)		(1,565,909)	
<b>Net current (liabilities)/assets</b>			<u>1,034,759</u>		<u>(90,446)</u>
<b>Net assets excluding pension liability</b>			<u>2,047,696</u>		<u>1,098,896</u>
Defined benefit pension scheme liability	20		-		-
<b>Net assets</b>			<u><u>2,047,696</u></u>		<u><u>1,098,896</u></u>
<b>Funds</b>					
Unrestricted funds	17		1,339,880		685,017
Restricted funds	18		707,816		413,879
Pension reserve	20		-		-
<b>Total funds</b>			<u><u>2,047,696</u></u>		<u><u>1,098,896</u></u>

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

.....  
**Michael Golding**  
Director

.....  
**Tracy Ligema**  
Director

Date: .....

The notes on pages 60 to 79 form part of these financial statements.



**High Life Highland**  
(A company limited by guarantee)

**Company balance sheet**  
**As at 31 March 2025**

**Charity number: SC042593**  
**Company number: SC407011**

		2025	2024
	Note	£	£
<b>Fixed assets</b>			
Tangible assets	11	1,012,937	1,189,342
Investments	12	100	100
		<u>1,013,037</u>	<u>1,189,442</u>
<b>Current assets</b>			
Stocks	13	9,250	26,312
Debtors	14	2,622,234	1,422,543
Cash at bank and in hand		22,368	20,432
		<u>2,653,852</u>	<u>1,469,287</u>
<b>Creditors: amounts falling due within one year</b>	15	(1,625,269)	(1,565,909)
<b>Net current (liabilities)/assets</b>		<u>1,028,583</u>	<u>(96,622)</u>
<b>Net assets excluding pension liability</b>		<u>2,041,620</u>	<u>1,092,820</u>
Defined benefit pension scheme liability	20	-	-
<b>Net assets</b>		<u><u>2,041,620</u></u>	<u><u>1,092,820</u></u>
<b>Funds</b>			
Unrestricted funds	17	1,333,804	678,941
Restricted funds	18	707,816	413,879
Pension reserve	20	-	-
<b>Total funds</b>		<u><u>2,041,620</u></u>	<u><u>1,092,820</u></u>

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

.....  
**Michael Golding**      **Tracy Ligema**  
**Director**              **Director**

Date: .....

The notes on pages 60 to 79 form part of these financial statements.

## **1 Accounting policies**

### **Company information**

High Life Highland is a company limited by guarantee and incorporated in Scotland. The registered office is High Life Highland, 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 2019) - (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 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 2026 is agreed at £15,579,979. 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 £0.894m of additional financial support for the year ended 31 March 2026. 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 2025.

#### **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.

#### **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 and the asset/liability at the reporting date are the result of a number of assumptions or estimates such as discount rate, inflation rate, mortality assumptions and salary growth. These assumptions are reviewed annually in consultation with the scheme's actuaries.

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

	<b>2025</b>		<b>2024</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	-	614,238	-	505,581
Donation of services - overheads	2,242,824	2,242,824	2,242,824	2,242,824
	<u>2,242,824</u>	<u>2,857,062</u>	<u>2,242,824</u>	<u>2,748,405</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>2025 total</b>	<b>2024 total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Management fee - The Highland Council	19,315,891	324,455	19,640,346	18,974,559
Other grants	308,588	2,577,752	2,886,340	3,341,221
Delivery of service delivery contract	12,695,812	242,151	12,937,963	11,771,687
	<u>32,320,291</u>	<u>3,144,358</u>	<u>35,464,649</u>	<u>34,087,467</u>

Income from charitable activities was £35,464,649 (2024 - £34,087,467) of which £32,320,291 (2024 - £30,425,064) was unrestricted and £3,144,358 (2024 - £3,662,403) was restricted.

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

	<b>Unrestricted funds</b>	<b>Restricted funds</b>	<b>2025 total</b>	<b>2024 total</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Management fee - The Highland Council	19,315,891	324,455	19,640,346	18,974,559
Other grants	308,588	2,577,752	2,886,340	3,341,221
Delivery of service delivery contract	12,695,812	242,151	12,937,963	11,771,687
	<u>32,320,291</u>	<u>3,144,358</u>	<u>35,464,649</u>	<u>34,087,467</u>

Income from charitable activities was £35,464,649 (2024 - £34,087,467) of which £32,320,291 (2024 - £30,425,064) was unrestricted and £3,144,358 (2024 - £3,662,403) was restricted.



## **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)</b>	
	<b>C.I.C.</b>	
	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Turnover	2,309,879	2,184,774
Cost of sales and administrative expenses	(1,695,641)	(1,678,344)
Other income	-	-
Profit before taxation	614,238	506,430
Taxation	-	-
Net (loss)/profit for the year	614,238	506,430

Distributions paid to the parent charity under the gift aid scheme were £614,238 (2024 - £505,581). Expenditure on raising funds included in the group statement of financial activities on page 56 includes cost of sales, administrative expenses and taxation amounting to £1,695,641 (2024 - £1,678,344).

	<b>High Life Highland (Trading)</b>	
	<b>C.I.C.</b>	
	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
The assets and liabilities of the subsidiary were:		
Current assets	109,559	91,506
Creditors: amounts falling due within one year	(103,383)	(85,330)
Net assets	6,176	6,176
Capital and reserves	6,176	6,176

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

	<b>Unrestricted funds £</b>	<b>Restricted funds £</b>	<b>2025 total £</b>	<b>2024 total £</b>
Wages and salaries	24,274,373	1,986,304	26,260,677	25,710,351
Property costs	761,732	56,874	818,606	744,388
Travel and transport	413,283	22,965	436,248	348,263
Supplies and services	5,032,741	558,280	5,591,021	5,407,787
Other project payments	226,310	98,285	324,595	655,851
Depreciation	403,250	68,514	471,764	436,273
Expected return on pension scheme assets	(3,852,000)	-	(3,852,000)	(3,228,000)
Interest on pension scheme liabilities	3,239,000	-	3,239,000	2,921,000
Pension scheme service cost	3,869,203	265,797	4,135,000	4,080,000
Audit and accountancy fees	23,000	-	23,000	25,000
Directors' expenses reimbursed	-	-	-	1,304
	<b>34,390,892</b>	<b>3,057,019</b>	<b>37,447,911</b>	<b>37,102,217</b>

Expenditure on charitable activities was £37,447,911 (2024 - £37,102,217) of which £34,390,892 (2024 - £33,153,206) was unrestricted and £3,057,019 (2024 - £3,949,011) was restricted.

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

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
This is stated after charging:		
Fees payable to the group's auditor:		
Audit of High Life Highland	19,150	18,400
Audit of High Life Highland (Trading) C.I.C.	2,350	2,200
Preparation of financial statements	2,350	2,200
Tax compliance	1,750	1,650
Operating lease rentals	-	20,857
Depreciation	471,764	436,273
	<u>471,764</u>	<u>436,273</u>

**9 Trustee remuneration**

The trustees are not entitled to any emoluments during the year. Travel expenses totalling £934 (2024 - £1,304) were reimbursed to 3 trustees during the year (2024 - 3).

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

	<b>2025</b>	<b>2024</b>
	<b>£</b>	<b>£</b>
Wages and salaries	24,095,514	23,637,730
Social security costs	1,984,247	1,947,163
Pension costs	3,464,197	3,734,463
	<u>29,543,958</u>	<u>29,319,356</u>

In 2024/25 the employer's contribution rate was 17.5% of pensionable pay.

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

	<b>2025</b>	<b>2024</b>
	<b>Number</b>	<b>Number</b>
Management	5	5
Support services	31	27
Operations	1,273	1,290
	<u>1,309</u>	<u>1,322</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:

	2025 Number	2024 Number
£60,001 - £70,000	4	2
£70,001 - £80,000	1	1
£80,001 - £90,000	3	4
£90,001 - £100,000	1	-
£100,001 - £110,000	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 £590,903 (2024 - £586,673).

***Redundancies and terminations***

The total amount charged for the year in relation to redundancies and terminations was £nil (2024 - £41,981). All amounts were fully paid in the prior 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 2024	3,088,905	10,431	3,099,336
Additions	295,359	-	295,359
Disposals	-	-	-
At 31 March 2025	3,384,264	10,431	3,394,695
<b>Depreciation</b>			
At 1 April 2024	1,899,563	10,431	1,909,994
Charge for the year	471,764	-	471,764
On disposals	-	-	-
At 31 March 2025	2,371,327	10,431	2,381,758
<b>Net book value</b>			
At 31 March 2025	1,012,937	-	1,012,937
At 31 March 2024	1,189,342	-	1,189,342



## 12 Fixed asset investments

**Shares in  
subsidiary  
£**

### **Cost and net book value**

At 1 April 2024 and at 31 March 2025

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

	<b>2025</b>		<b>2024</b>	
	<b>Group</b>	<b>Charity</b>	<b>Group</b>	<b>Charity</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Goods for resale	118,809	9,250	117,818	26,312
	<u>118,809</u>	<u>9,250</u>	<u>117,818</u>	<u>26,312</u>

## 14 Debtors

	<b>2025</b>		<b>2024</b>	
	<b>Group</b>	<b>Charity</b>	<b>Group</b>	<b>Charity</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade debtors	401,451	401,451	268,335	268,335
Prepayments and accrued income	678,212	678,212	459,786	459,786
Corporation tax recoverable	-	-	-	-
Amounts owed by group undertakings	1,439,186	1,542,571	609,092	694,422
	<u>2,518,849</u>	<u>2,622,234</u>	<u>1,337,213</u>	<u>1,422,543</u>

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.

**14 Debtors (continued)**

Included in amounts owed by group undertakings is £1,439,186 (2024 - £609,092) due from The Highland Council, which represents income received on behalf of High Life Highland.

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

	<b>2025</b>		<b>2024</b>	
	<b>Group</b>	<b>Charity</b>	<b>Group</b>	<b>Charity</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Trade creditors	23,642	23,642	22,057	22,057
Other creditors and accruals	1,601,627	1,601,627	1,543,852	1,543,852
Amounts owed to group undertakings	-	-	-	-
	<u>1,625,269</u>	<u>1,625,269</u>	<u>1,565,909</u>	<u>1,565,909</u>

***Deferred income***

	<b>2025</b>	
	<b>Group</b>	<b>Charity</b>
	<b>£</b>	<b>£</b>
At 1 April 2024	20,927	20,927
Amount deferred in year	-	-
Amount released to income	(20,927)	(20,927)
At 31 March 2025	<u>-</u>	<u>-</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**

	Unrestricted funds £	Restricted funds £	Total £
<b>Group</b>			
Fixed assets	1,012,937	-	1,012,937
Current assets	1,952,212	707,816	2,660,028
Current liabilities	(1,625,269)	-	(1,625,269)
Pension liability	-	-	-
	<u>1,339,880</u>	<u>707,816</u>	<u>2,047,696</u>
<b>Charity</b>			
Fixed assets	1,013,037	-	1,013,037
Current assets	1,946,036	707,816	2,653,852
Current liabilities	(1,625,269)	-	(1,625,269)
Pension liability	-	-	-
	<u>1,333,804</u>	<u>707,816</u>	<u>2,041,620</u>

**17 Unrestricted funds**

	At 1 April 2024 £	Incoming resources £	Outgoing resources £	Actuarial (loss)/gain £	Transfers £	At 31 March 2025 £
<b>Group</b>						
General fund	685,017	36,872,994	(36,011,533)	-	(206,598)	1,339,880
Pension reserve	-	-	(75,000)	75,000	-	-
	<u>685,017</u>	<u>36,872,994</u>	<u>(36,086,533)</u>	<u>75,000</u>	<u>(206,598)</u>	<u>1,339,880</u>
<b>Company</b>						
General fund	678,941	35,177,353	(34,315,892)	-	(206,598)	1,333,804
Pension reserve	-	-	(75,000)	75,000	-	-
	<u>678,941</u>	<u>35,177,353</u>	<u>(34,390,892)</u>	<u>75,000</u>	<u>(206,598)</u>	<u>1,333,804</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. These £139,715 of designated funds are included as part of the general fund. The £300,000 of reserves previously designated for the retrospective remodelling of the charity's pay structure was undesignated by the Board at its meeting of 19th March 2025 as no longer required.

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

	<b>At 1 April 2024</b>	<b>Incoming resources</b>	<b>Outgoing resources</b>	<b>Transfers</b>	<b>At 31 March 2025</b>
	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>	<b>£</b>
Archives	27,780	17,505	(29,826)		15,459
Museums & Galleries	129,619	187,730	(216,548)	-	100,801
Adult Learning	-	34,864	(34,864)	-	-
Leisure	107,639	19,021	(44,766)	-	81,894
Grow Project	56,355	100,264	(85,093)	-	71,526
Libraries	8,846	22,394	(25,333)	-	5,907
Inverness Castle	55,507	488,136	(413,253)	-	130,390
Health & Wellbeing	131,010	21,324	(19,076)	-	133,258
Inverness Common Good	11,418	-	-	-	11,418
Youth Music Initiative	(154,453)	487,157	(493,308)	160,604	-
Music	8,118	48,958	(38,576)	-	18,500
Countryside Rangers	15,347	-	-	-	15,347
Sport	98,916	89,530	(72,736)	-	115,710
Sportscotland - Active Schc	18,382	1,124,113	(1,134,889)	-	7,606
Youthwork	(100,605)	503,362	(448,751)	45,994	-
	<b>413,879</b>	<b>3,144,358</b>	<b>(3,057,019)</b>	<b>206,598</b>	<b>707,816</b>

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:

- Archives - Funding received from various providers to support the Archive service in the Highlands.
- Museums & Galleries - Funding provided by Museums Galleries Scotland and other providers to support arts and culture in the Highlands.
- Adult Learning - Funding received from UK Shared Prosperity Fund to support Adult Literacy.



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

- Leisure - Funding received from various providers to support health and fitness in the Highlands.  
Grow Project - Funding provided by NHS Highland and The David Sutherland Trust to provide opportunities for practical horticulture for adults with a learning disability.
- Libraries - Funding received from various providers to support literacy and use of libraries.  
Inverness Castle - Funding from The Highland Council and other providers for the project management of the development of Inverness Castle into a visitor attraction.
- Health & Wellbeing - Funding from NHS Highland and other providers to support healthy living and recovery from illness.  
Inverness Common Good Fund - Funding from the Inverness Common Good Fund to host events including The Highland Games, Bonfire Night and Halloween.
- 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.
- Music - Funding received from various providers to support music education for young people in the Highlands.  
Countryside Rangers - Funding received from various providers to encourage engagement and education of the Highland countryside.
- Sport - Funding received from various providers to promote youth sport in the Highlands.  
Sportscotland - Active Schools - Funding received from sportscotland to develop, promote and encourage sport in the Highlands.
- Youthwork - Funding received to provide targeted youthwork and services in specific areas of the Highlands

**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 2023, and was updated by the actuary to assess the liabilities of the schemes at 31 March 2025. 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 17.5% p.a. of total payroll.

**20 Pension commitments (continued)**

The assets and liabilities of the schemes are:

	<b>2025</b>	<b>2024</b>
	<b>£000's</b>	<b>£000's</b>
Fair value of scheme assets	84,324	77,672
Present value of scheme liabilities	(58,080)	(64,664)
Present value of unfunded liabilities	(14)	(15)
Unrecognised asset	(26,230)	(12,993)
Liability in the scheme	-	-

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

	<b>2025</b>	<b>2024</b>
Equities	54%	69%
Bonds	26%	10%
Property	14%	15%
Cash	6%	6%

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

	<b>2025</b>	<b>2024</b>
	<b>£000's</b>	<b>£000's</b>
Recognised in the statement of financial activities:		
Current service cost	(4,135)	(4,054)
Past service cost	-	(26)
Interest on obligation	(3,239)	(2,921)
Expected return on scheme assets	3,852	3,228
	(3,522)	(3,773)

## **20 Pension commitments (continued)**

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

	<b>2025</b>	<b>2024</b>
Rate of salary increases (over life of the scheme)	3.55%	3.55%
Rate of increases in pensions in payment	2.75%	2.75%
Discount rate	5.80%	4.85%
Post retirement mortality:		
	<b>2025</b>	<b>2024</b>
Current pensions at 65 (male)	20.6 yrs	20.7 yrs
Current pensions at 65 (female)	23.7 yrs	23.7 yrs
Future pensions at 65 (male)	21.3 yrs	21.4 yrs
Future pensions at 65 (female)	25.2 yrs	25.2 yrs

Life expectancy is based on the Fund's VitaCurves with improvements in line with the CMI 2023 model, with a 15% weighting of 2023 (and 2022) data, a 0% 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. Based on these assumptions, the average future life expectancies at age 65 for the Employer are summarised above. These assumptions will be reconsidered when the next triennial review of The Highland Council Pension Scheme is undertaken.

Change in assumptions at 31 March 2025:

	<b>Approximate % increase to defined benefit obligation</b>	<b>Approximate monetary amount £000's</b>
0.1% decrease in real discount rate	2%	1,299
1 year increase in member life expectancy	4%	2,324
0.1% increase in salary increase rate	0%	60
0.1% increase in pension increase rate	2%	1,274



**20 Pension commitments (continued)**

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

	<b>2025</b>	<b>2024</b>
	<b>£000's</b>	<b>£000's</b>
Opening defined benefit obligations	64,679	59,407
Current service cost	4,135	4,054
Past service cost	-	26
Interest cost	3,239	2,921
Actuarial loss/(gain)	(14,188)	(1,610)
Benefits paid	(942)	(1,286)
Contributions by scheme participants	1,172	1,168
Estimated unfunded benefits paid	(1)	(1)
	<b>58,094</b>	<b>64,679</b>

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

	<b>2025</b>	<b>2024</b>
	<b>£000's</b>	<b>£000's</b>
Opening fair value of scheme assets	77,672	66,032
Expected return on scheme assets	3,852	3,228
Employer contributions	3,446	3,743
Contributions in respect of unfunded benefits	1	1
Contributions by scheme members	1,172	1,168
Benefits paid	(942)	(1,286)
Actuarial gain/(loss)	(876)	4,787
Estimated unfunded benefits paid	(1)	(1)
	<b>84,324</b>	<b>77,672</b>

The amount of actuarial gains and losses recognised in the statement of financial activities was an actuarial gain of £75,000 (2024 - £29,000).

The best estimate of contributions to be paid by the group to the scheme for the year beginning after 31 March 2025 is £3,446,000.

**20 Pension commitments (continued)**

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

	<b>2025</b>	<b>2024</b>	<b>2023</b>	<b>2022</b>
	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>	<b>£000's</b>
Fair value of scheme assets	84,324	77,672	66,032	64,086
Present value of defined benefit obligation	(58,094)	(64,679)	(59,407)	(89,849)
Unrecognised asset	(26,230)	(12,993)	(6,625)	-
Net asset/(liability) recognised	-	-	-	(25,763)

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

# High Life Highland (Group)

## Audit Closing Report to the Trustees

For the year ended 31 March 2025

# Contents

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The matters raised in this report are only those which have come to our attention arising from or relevant to our audit that we believe need to be brought to your attention. They are not a comprehensive record of all the matters arising and, in particular, we cannot be held responsible for reporting all risks in your business or all internal control weaknesses. This report has been prepared solely for your use and should not be quoted in whole or in part without our prior written consent. No responsibility to any third party is accepted as the report has not been prepared for, and is not intended for, any other purpose.

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# Executive summary

This report sets out the key matters arising from the work that we have carried out in respect of the financial statements of High Life Highland and its subsidiary High Life Highland (Trading) C.I.C. (together 'the Group') for the year ended 31 March 2025. This report addresses the following matters:



Thank you for  
your cooperation  
getting all the  
audit requests  
over in good time.



Audit team



## Audit status and approach

Our audit has been carried out in accordance with International Standards on Auditing ('ISAs') (UK) as adopted by the Financial Reporting Council ('FRC'). The audit is substantially complete subject to completion of work set out in this section.

We anticipate issuing an unmodified audit opinion.

## Group audit considerations

We identify the Group audit components and and consider the basis on which companies or other entities are included within the consolidation.

## Key audit risks

As set out in our Audit Strategy Report we identified the following significant risks where we expected to focus our audit work:

- Risk of material misstatement arising from management override of controls
- Risk of material misstatement arising from revenue recognition
- Going concern risk
- Pension fund valuation

We also set out other risks we addressed as part of our audit procedures:

- Overpayments of staff costs

We set out in this section our conclusions regarding these key risks.

### Other significant audit and accounting matters

We have also addressed the following additional matters upon which we will report:

- Review of accounting policies
- Changes to accounting policies
- Accounting for and disclosure of significant and unusual transactions
- Significant estimates and areas of judgement
- Financial statement disclosures
- Other significant matters

### Evaluation of misstatements

In accordance with ISA (UK) 450 *Evaluation of misstatements identified during the audit* we are required to report all misstatements in the draft financial statements which management have not corrected, other than those that are 'clearly trivial'. We consider the impact of any identified misstatements in the financial statement disclosures.

### Accounting and internal control systems

We have documented and tested the internal control systems only to the extent that it is necessary for us to complete our audit work. Our work does not constitute a full test of the controls and is not designed to identify all deficiencies or issues that may exist. However, we highlight in this report any significant deficiencies that we have noted throughout the course of our audit.

### Auditor independence and objectivity

We reconfirm our assessment of the threats to our independence and that we have complied with the requirements on objectivity and independence.

### Looking forward

We consider:

- Forthcoming changes to accounting and auditing standards
- Any other regulatory or legislative changes
- Planning for the next financial year



- Any other relevant issues that may affect your financial statements or business

# Audit status and approach

## Outstanding matters

We have completed our audit, subject to the following outstanding matters:

- Post balance sheet review procedures
- Receipt of signed support letter from The Highland Council
- Carbon reporting from The Highland Council, to include disclosures required by High Life Highland
- Receipt of management representation letter
- Approval of the financial statements

Subject to satisfactory completion of the remaining procedures we expect to issue an unmodified opinion on the financial statements of High Life Highland.

## Audit approach

We completed our audit in accordance with ISAs (UK) as adopted by the FRC. Our audit work was carried out in accordance with our Audit Strategy Report as sent to you on 28 April 2025 and in response to the perceived audit risks, and no reasons or issues were identified which required us to change our approach and no additional risks were identified.

In our Audit Strategy Report we presented detail on our approach to setting materiality.

Planning materiality was set based on projected results for the year and was revised upon receipt of the draft financial statements. Materiality was calculated based upon 1% of income per the draft financial statements. (Please refer to the Audit Strategy Report for description of planning and performance materiality.) We reassessed materiality at the completion stage and concluded that it remained appropriate as initially determined. The materiality levels applied were as follows:



Name of Components	Overall financial statement materiality	Performance materiality
Group	£362,000	£325,000
High Life Highland	£339,000	£305,000
High Life Highland (Trading) C.I.C.	£22,000	£20,000



# Group audit considerations

As reported in our Audit Strategy Report we have identified the following Group components

Name of Components	Nature of components	Component in scope of audit work	Performance materiality	Audit reliance obtained from?
High Life Highland	Parent company	✓	£325,000	Full scope statutory audit
High Life Highland (Trading) C.I.C.	Subsidiary	✓	£305,000	Full scope statutory audit

High Life Highland (Trading) C.I.C. is the only subsidiary of High Life Highland. There are no other entities which require to be included in the Group financial statements.



# Key audit risks and conclusions on key audit matters

During our audit planning we identified the following significant risks. Significant risks are identified and assessed risks of material misstatement that, in our judgement, require special audit consideration.



## Risk of material misstatement arising from management override of controls



### Description and audit approach

Management override of controls and accounting records is a key consideration in all audits, and the risk of this is present in all entities. We have performed the following procedures including:

- Documented our considerations of how management override of controls could occur based upon our understanding of the business and observations of the internal control system
- Documented how management identify transactions and other events that give rise to the need for accounting estimates
- Performed testing of the appropriateness of journal entries. We tested a sample of such entries at the period end and considered the need for testing such entries through the period
- Reviewed accounting estimates in the financial statements for susceptibility to misstatement due to management bias or fraud
- Performed a retrospective review of management judgements and assumptions relating to accounting estimates recorded in the prior year
- Evaluated the business rationale for significant transactions outside the normal course of business

### Conclusion

We used our automated data extraction and review tool Inflo to assist us in our review of journal entries posted in the year. This applies filters based on risk factors to identify higher risk journals for further investigation. These factors included journals posted by management, journals impacting income codes around the year end, round sum journals and journals that are individually material.

We have not identified any material misstatement arising from management override of controls or the posting of journals. We did not identify any significant transactions outside the normal course of business.

The pension fund valuation is identified as a significant accounting estimate and is included as a separate significant risk as detailed below.

## Risk of material misstatement arising from revenue recognition

### Description and audit approach

Under ISA (UK) 240 The Auditor's Responsibilities Relating to Fraud in an Audit of Financial Statements revenue recognition is a presumed risk.



We consider there to be 6 material income streams

- 1) Management fee
- 2) Service delivery
- 3) High Life Highland (Trading) C.I.C income
- 4) Restricted funds income
- 5) High Life membership scheme
- 6) Other income

In our planning report we considered there to be 2 revenue recognition risks

- 1) Management fee – the risk that cut off is not correctly applied to the management fee at the year end
- 2) All other income streams – the risk that revenue is not recognised in the correct period, or classified correctly

During our planning discussions we slightly altered the nature of the risks

- 1) Management fee and high life membership income – the risk that cut off is not correctly applied at the year end
- 2) All other income streams – risk around the occurrence of revenue recognition and correct classification

In response to risk 1 we performed the following procedures including:

- Vouched the management fee to agreement/invoice
- Performed cut off testing on invoices and HLH membership income around the year end

In response to risk 2 we performed the following procedures including:

- Testing of invoices sales and cash receipts from ledger to invoice/banking sheets and the HC intercompany balance
- Testing of grant income back to signed letters/grant agreements

### **Conclusion**

We have not identified any material misstatement arising from errors in revenue recognition.

## **Going concern risk**

### **Description and audit approach**

In light of the current challenging economic climate and the availability of funding from the Highland Council there is a risk that the Group may not be able to meet its liabilities as they fall due. Management have prepared cash flow forecasts and a paper to support their use of the going concern basis under the current economic conditions.

We have performed the following procedures:

- Reviewed detailed cash flow forecasts to support management's going concern assessment and management's sensitivity analysis under a range of scenarios
- Reconciled the opening forecast position to the latest management accounts
- Considered how the impact of the current economic climate and the availability of funding from the Highland Council has been factored into the forecasts including mitigating actions taken to reduce the impact and the timing of such measures
- Assessed the disclosures in the financial statements regarding the impact the current economic climate and the availability of funding from the Highland Council and the going concern status of the Group
- Considered the form of our audit opinion

Under ISA (UK) 570 Going Concern we are also required to explain in the audit report how we have evaluated management's assessment of the Group's ability to continue as a going concern and, where relevant, key observations arising with respect to that evaluation.





## Conclusion

We consider the draft disclosures in the financial statements to be an accurate reflection of the ability of the group to continue as a going concern. In High Life Highland (Trading) C.I.C., disclosure is made of the reliance on the parent company, High Life Highland, to enable the company to meet its liabilities as they fall due.

We agree that it is appropriate to prepare the group and trading subsidiary accounts on a going concern basis, however we await a signed copy of the support letter from The Highland Council for High Life Highland and from High Life Highland, for High Life Highland (Trading) C.I.C.

## Pension fund valuation

### Description and audit approach

To audit the defined benefit pension asset (i.e. HLH's share of the asset in the Highland Council Pension Scheme) we liaised with your Highland Council pension contacts and reviewed the FRS 102 pension report from your actuaries to effectively audit the asset in the pension scheme (which represents HLH's share of the asset in the Highland Council Pension Scheme).

We have performed the following procedures:

- reviewed the assumptions used for the year ended 31 March 2025
- tested the source data used for the year ended 31 March 2025
- agreed the FRS 102 pension report disclosures into the financial statements
- assessed the ability to recognise a surplus in line with FRS 102

### Conclusion

We are satisfied as to the overall assumptions that have been applied to the pension scheme. The Group's share of the pension scheme assets and liabilities at 31 March 2025 amounts to an asset of £26,230,000 (2024 – asset of £12,993,000).

Under the provisions of FRS 102 a pension surplus can only be recognised to the extent that the entity is able to recover the surplus either through reduced contributions in the future or through refunds from the plan. In assessing HLH's ability to recognise a surplus, we challenged management on their unconditional right to a refund of the surplus and considered this in-line with both the scheme rules and FRS 102.

We have not been able to find conclusive evidence in this regard, and there appears to be a mixed view taken by other participants to the LGPS scheme, with some employers recognising an asset and some not. Therefore, in the absence of positive evidence that HLH have the right to recognise a surplus, we are of the opinion that this should not be recognised in the financial statements. This consistent with the treatment adopted in the prior two years.

# Other areas where there is a higher assessed risk of material misstatement

We identified the following areas where there was a higher risk of material misstatement but they were not considered to be significant risks. We addressed these as part of our audit procedures as they did not require any additional, special audit consideration.



## Overpayments of staff costs

### Description and audit approach

During the 2023 audit we were made aware by Audit Scotland (the auditors of The Highland Council) that they had identified that manual cheques had been used to pay High Life Highland employees and there was also an issue identified regarding overpayments to leavers. Following discussions with management we were aware that overpayments to leavers was still an issue in the current year.

### Conclusion

We discussed with management the process in place for handling the leavers process and we performed testing on a sample of leavers in the year to ensure that they were correctly removed from the payroll system. We have not identified any instances of overpayments of staff costs in our testing to date.

## Fund accounting

### Description and audit approach

We considered there to be a risk around the split between restricted and unrestricted funds, particularly income.

### Conclusion

We performed transactional testing of grant income, agreeing to supporting documents and confirming appropriate classification.

# Other significant audit and accounting matters



## **Review of accounting policies**

The financial statements have been prepared in accordance with United Kingdom Generally Accepted Accounting Practice 'UK GAAP' including the Charities SORP. We have reviewed the accounting policies adopted by the Group and have found them to be appropriate and applied consistently.

## **Changes to accounting policies**

There have been no changes to accounting policies since the previous period.

## **Accounting for and disclosure of significant and unusual transactions**

At 31 March 2024 there was an asset on the defined benefit pension scheme of £12,993,000, at 31 March 2025 this has increased to an asset position of £26,230,000. This is primarily due to actuarial gains in the year of £13,312,000. As we have not been able to conclude positively on the ability of HLH to recognise this asset, the asset has not been recognised on the balance sheet.

## **Significant accounting estimates, areas of judgement and estimation uncertainty**

The key source of estimation uncertainty are the assumptions used in the actuarial valuation of the pension scheme assets and liabilities. As explained above, this asset is not recognised on the balance sheet.

## **Financial statement disclosures**

We have received a complete set of the financial statements and have completed our review. All presentational items identified during our review have been corrected by management.

We will need to consider whether the opening of the Inverness Castle visitor attraction in 2025/26 requires disclosure in the financial statements as a post balance sheet event by the time the financial statements are signed.

## **Other significant matters**

### **Energy and carbon reporting**

The group breached medium company thresholds in the year to 31 March 2025 making additional reporting requirements mandatory in the year, including:



- S172 statement
- Directors' Report statement on Business Relationships
- Energy and Carbon Reporting

High Life Highland is a member of a group where the parent of that group (The Highland Council) prepares the disclosures required under the Streamlined Energy and Carbon Reporting requirements. These disclosures are made as part of annual reporting made to Sustainable Scotland Network (SSN). The group plans to take advantage of the exemptions available under these regulations from reporting this information at an individual company level. This reporting by The Highland Council is not publicly available until December 2025, therefore High Life Highland will need to wait until this reporting is publicly available before the sign their financial statements. This will require us to perform additional post balance sheet events procedures up to the date of signing the financial statements.

### **Deed of covenant**

We note that the deed of covenant in place between High Life Highland and High Life Highland (Trading) C.I.C was put in place for a 7 year period effective from 31 March 2019 and therefore requires to be updated in advance of the year ended 31 March 2026.

### **Change of accounting system**

The accounting system changed on 1 April 2024 from Integra to CiA, the same system used as The Highland Council. We have discussed the transition to the new system with the client and reconciled the closing balances from the old system to the opening balances on the new system, gaining assurance over the completeness of the data transfer.



# Evaluation of misstatements



## Uncorrected misstatements

In accordance with ISA (UK) 450 *Evaluation of misstatements identified during the audit* we are required to report any misstatements identified during the course of our audit which have not been corrected by management other than those which are considered to be 'clearly trivial'. This includes misstatements in reported amounts, classification, presentation or disclosure of reported items whether due to fraud or error.

We confirm that there are no identified uncorrected misstatements.

## Misstatements in disclosures

In accordance with ISA (UK) 450 *Evaluation of misstatements identified during the audit*, misstatements can arise in reported amounts, classification, presentation or disclosure of a financial statement item. Misstatements in disclosures may be clearly trivial whether taken individually or in aggregate, and whether judged by any criteria of size, nature or circumstances.

We have not identified any misstatements in disclosures.

## Corrected misstatements

We also report any material misstatements which have been corrected which we believe should be communicated to you to help you meet your governance responsibilities.

	£ Balance sheet		£ P&L		Profit (Loss)
	DR	CR	DR	CR	
Reclass of Highland Council trade creditor balance as intercompany	48,313	48,313	-	-	-
Inclusion of Highland Council SLA for overheads as a donation	-	-	2,242,824	2,242,824	-
Transfer from unrestricted to restricted funds	206,598	206,598	-	-	-

# Accounting and internal control systems

The objective of the audit is for us to express an opinion on the financial statements. The audit included consideration of internal controls relevant to the preparation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of internal control.



Throughout the course of our work we have identified the following deficiencies in internal control which we have concluded are of sufficient importance to merit being reported to you.



NOTE: under ISA (UK) 265 Communicating Deficiencies in Internal Control to Those Charged with Governance and Management a significant deficiency is defined as “A deficiency or combination of deficiencies in internal control that, in the auditor’s professional judgement, is of sufficient importance to merit the attention of those charged with governance”. If we are including a deficiency in this document it is therefore because we have determined it to be significant enough to be communicated.



In accordance with the terms of our engagement, we have not provided a comprehensive statement of all issues which may exist in the accounting and internal control systems or of all improvements which may be made.

In the table below, we have categorised the significant deficiencies identified in order to assist you in prioritising addressing them:

Grade	Definition	Number of audit observations  2025	Number of audit observations  2024	Number of audit observations  2023	Number of audit observations  2022	Number of audit observations  2021	Number of audit observations  2020	Number of audit observations  2019	Number of audit observatio  2018
5	Very high-risk exposure – major concerns requiring immediate attention	-	-	-	-	-	-	-	-
4	High risk exposure – absence/failure of significant key controls	-	-	1	-	-	-	-	-
3	Moderate risk exposure – not all key control procedures are working effectively	2	-	-	-	-	-	-	-
2	Limited risk exposure – minor control procedures are not in place/not working effectively	2	1	-	1	1	4	4	6
1	Efficiency/housekeeping point		1	-	1	-	-	1	-
Total Number of points		4	1	1	2	1	4	5	6
Factor score (total number of points times their relative weighting)		10	3	4	3	2	8	9	12



We set out below the current year management letter points:

Issue	Recommendation	Management Response	Significance
We identified as part of our purchase invoice testing and purchase invoice cut off testing, several instances where the VAT amount had been incorrectly input. Some of these related to VAT being input for the entire invoice when only part of it was charged at 20% VAT and others where the gross amount of the invoice was recorded as the net amount, and no VAT was input at all. These values were all generally low value however there were several instances of them.	We recommend that appropriate training is in place for all those involved in inputting invoices on the system. We also recommend a regular review of data in the system and spot checks to identify any errors.	Management have spoken to the VAT inputters and budget holders highlighting these issues. They have been reminded of the training materials in place and that superusers are available for extra assistance.	
The dates of some purchase invoices at The Highland Folk Museum were incorrectly input in the accounting system around the year end date. The invoices were dated pre year end but the goods were not delivered until post year end. They were therefore dated 1 April in the system by the client but they should have been recorded on the invoice date. We have reviewed the accounting for this and the invoices were allocated to the correct year in the end.	We recommend that appropriate training is in place for all those involved in inputting invoices on the system.	The member of staff has been advised of the correct accounting treatment.	

Issue	Recommendation	Management Response	Significance
VAT payments are set up to be paid automatically, however due to a glitch in the system the November payment was missed and payment not made until 22 April 2025.	We recommend that VAT payments are reviewed and reconciled monthly to ensure payments are not missed.	Procedures have been put in place to ensure no payments are missed.	
When carrying out testing on wages we noted several instances where signed employment contracts were not always in place for employees. There is a risk that this could leave HLH exposed in relation to employment legislation.	We recommend that where possible signed employment contracts are always held for each employee.	Whilst not all employees return a signed copy of their employment contract, commencement of employment is taken as "express" acceptance. Where instances of employees not having employment contracts has been identified, employment contracts will be arranged.	

The management letter points from the prior year and their status is set out below:



Issue	Recommendation	Management Response	Significance
<p>In the audit of both High Life Highland and High Life Highland (Trading) we identified a purchase invoice that was classified incorrectly in the nominal ledger. In High Life Highland an invoice for legal costs was posted to text books/stationary and in High life Highland (Trading) an invoice for biscuits for resale was also posted to text books/stationary. We extended our sample in both companies and as a result did not identify any further instances of incorrect classifications in the nominal ledger.</p>	<p>We recommend that controls around the posting of purchase invoices are reviewed to ensure that purchase invoices are accurately posted to expense nominal codes that match the nature of the expense.</p>	<p>These were isolated incidents and the member of staff involved was advised of the correct treatment.</p>	
<p>We understand that the de minimis level for capitalising fixed assets within High Life Highland, set by the Highland Council is £6,000. We identified a bike repair station during our review for potential capital items at a value of £7,540 that was not capitalised Whilst this was below our triviality level, it was above the Highland Council de minimis level.</p>	<p>We recommend that controls are put in place at the month end or year end to ensure that nominal codes are reviewed for any potential capital items.</p>	<p>This was missed in error. Review procedures put in place going forward.</p>	

# Auditor independence and objectivity

We have complied with the FRC’s Revised Ethical Standard 2024 and all threats to our independence have been properly addressed through safeguards.



We identified the following threats to you in our Audit strategy report sent on 28 April 2025:

Threat	Safeguards to mitigate those threats
Self review and management threat arising from the preparation of the statutory financial statements.	A team separate to the audit team performs accounts preparation work.
Self review and management threat arising from the provision of tax compliance services.	A team separate to the audit team performs tax compliance work.

No additional facts or matters have arisen during the course of the audit that we wish to draw to your attention.

In accordance with the requirements of ISAs (UK) and to assist you in reviewing the nature and extent of audit and non-audit services provided by Saffery LLP and its associates, we set out relevant matters:

The firm provides audit services to the Group in accordance with the terms of our engagement letter dated 24 April 2025. We also provide non-audit services as follows:

- accounting assistance with the preparation of the annual accounts
- tax compliance

We confirm that, in our professional judgement, we are independent of the Group and the objectivity of the audit engagement partner and audit staff is not impaired. We have considered the independence of the firm and partners, senior managers and managers conducting the audit.

# Consideration of fraud

The responsibility for safeguarding the Group's assets and for the prevention and detection of irregularities and fraud rests with the directors. Nevertheless, we are required to obtain reasonable assurance that the financial statements are free from material misstatement, including those arising as a result of fraud.



Unless prohibited by law or regulation, we are required to communicate identified or suspected fraud involving management, employees who have significant roles in internal control or others where the fraud results in a material misstatement in the financial statements.

Our audit procedures did not identify any instances of actual, suspected, or alleged fraud. We will seek confirmation from those charged with governance on whether you are aware of any known, suspected or alleged frauds since last enquired in our audit strategy report.

# Looking forward



## Revisions to UK GAAP and Charities SORP – effective for your 2027 year end

Following extensive consultation, the Financial Reporting Council (FRC) has published revisions to UK GAAP which will be effective for accounting periods commencing on or after 1 January 2026. Principal revisions are around the accounting for revenue and leases as the standards are brought closer in alignment with International Financial Reporting Standards (IFRS) albeit with some simplifications. The key change for most organisations is the requirement to bring certain operating leases onto the balance sheet.

Following the finalisation of the revisions to UK GAAP, the new draft SORP was published at the end of March 2025. This is subject to a 3-month consultation period.

The key proposed changes are:

- Tiered reporting: the exposure draft SORP proposes a new three-tiered reporting regime based on gross income, each accompanied by differing levels of disclosure requirements.
- Income recognition: the exposure draft SORP aims to explain the five step model for income recognition from FRS 102 in an understandable way for charities with relevant examples. It also aims to explain when the five step model, either in whole or in part, must be applied to membership income and income from royalties. Note that it does not apply to income from non-exchange transactions.
- Lease accounting: the exposure draft SORP mirrors the requirements in FRS 102. The new module in the SORP provides additional information and examples to support charities in the application of these new requirements.
- Trustees' report narrative: additional reporting is set out covering impact reporting, reserves, going concern and the use of volunteers. It also introduces proportionate reporting for environmental, social and governance issues.

It is expected that the new SORP will be published in October 2025 and it will be for an effective date of 1 January 2026.

More information about the consultation can be found here: [Updated SORP: charities encouraged to respond to consultation and be ready for change - GOV.UK](#) and [Home - SORP](#)

SORP timeline (source: [Home - SORP](#)):



### Changes to monetary company size thresholds and Directors' Report requirements

The secondary legislation needed to formally implement the proposed increases to the monetary thresholds that define micro, small and medium companies was laid before Parliament on 10 December 2024. The Companies (Accounts and Reports) (Amendment and Transitional Provision) Regulations 2024 set out the new monetary size thresholds and amendments to the requirements of the Directors' Report and will be effective for accounting periods commencing on or after 6 April 2025. The changes aim to simplify reporting requirements for certain businesses and reducing regulatory burdens for companies required to prepare non-financial information.

For accounting periods commencing on or after 6 April 2025, a company or group will be considered as having met the criteria of micro, small or medium if it meets the new thresholds in the current and prior reporting periods. For example, if a company qualifies as small based on the new thresholds for the years ending 30 April 2025 and 30 April 2026, it would be considered small when preparing its accounts to 30 April 2026. Eligibility rules for the micro, small and medium companies' regimes still apply.



Company and group size thresholds (net), meeting any 2 of 3								
	<b>Micro</b>		<b>Small</b>		<b>Medium</b>		<b>Large</b>	
	Current	Proposed	Current	Proposed	Current	Proposed	Current	Proposed
Annual Turnover (£)	≤632,000	≤1 million	≤10.2 million	≤15 million	≤36 million	≤54 million	>36 million	>54 million
Balance sheet total (£)	≤316,000	≤500,000	≤5.1 million	≤7.5 million	≤18 million	≤27 million	>18 million	>27 million
Average employees	≤10	≤10	≤50	≤50	≤250	≤250	>250	>250

Thresholds will increase as follows:

As a result of these changes, more companies will be able to take advantage of the simpler narrative and financial reporting requirements available to micro, small and medium companies; for example, the adoption of section 1A of FRS 102 which contains reduced disclosures compared to full FRS 102. Small companies can also claim exemption from the requirement to have their annual accounts audited so companies that become small under the revised thresholds may no longer require an audit. However, there are other factors that render companies ineligible for the small companies audit exemption such as being part of a non-small group, carrying out particular business activities such as banking or insurance or being itself a public company (ie a plc, whether or not its shares are traded) so this exemption may not be available to all companies becoming small.

There are also simplifications to narrative reporting; the following will be no longer be required in the Directors' Report:

- Employment of disabled people and employee engagement,
- Financial instruments,
- Existence of branches,
- Engagement with suppliers, customers and others, and
- Important events, future developments and research and development

### **Economic Crime and Corporate Transparency Act 2023**

The Economic Crime and Corporate Transparency Act 2023 (ECCTA) received Royal Assent on 26 October 2023 and the Bill is now law. The Act introduces reforms aimed at tackling economic crime and improve transparency over corporate entities.

A key aspect of the Act are the reforms to Companies House, which aim to enhance its role and improve transparency over UK companies and other legal entities. The reforms seek to strengthen the UK business environment, support national security, and combat economic crime, while providing a more reliable companies register to underpin business activities.

Several significant improvements took effect throughout 2024, with the following reforms implemented at the start of 2025:

- **From 27 January 2025:** applications to suppress residential addresses used as registered offices can now be submitted to Companies House
- **From 18 March 2025:** Companies House can now expedite the striking off of companies formed on false bases and conduct checks on Authorised Corporate Service Providers (ACSPs) for verification services
- **From 8 April 2025:** Voluntary identity verification of directors and people with significant control (PSCs) commenced

Further changes are expected in the latter part of 2025 and beyond. These include:

By Summer 2025	By Autumn 2025	By Spring 2026	By the end of 2026	Future Dates
<ul style="list-style-type: none"> <li>- The failure to prevent fraud offence comes into effect on 1 September 2025.</li> <li>- Allowing access on request to certain trust information on the Register of Overseas Entities.</li> <li>- Receiving and assessing applications to suppress personal information in documents.</li> </ul>	<ul style="list-style-type: none"> <li>- Making identity verification compulsory as part of incorporation and new appointments for new directors and PSCs.</li> <li>- Making identity verification compulsory as part of a company's annual confirmation statement filing. This will take place over a 12-month transition phase.</li> </ul>	<ul style="list-style-type: none"> <li>- Making identity verification of information presenters compulsory and requiring third-party agents filing on behalf of companies to be registered as an ACSP.</li> <li>- Powers to reject documents delivered by disqualified directors unless delivered by an ACSP for specified filings permitted by law.</li> </ul>	<ul style="list-style-type: none"> <li>- Requiring Limited partnerships to submit more information to provide greater transparency.</li> <li>- The completion of the identity verification transition period and c compliance activity against those who have failed to verify their identity.</li> <li>- Enhanced cross-checking of information between Companies House and other bodies.</li> </ul>	<p>From 1 April 2027:</p> <ul style="list-style-type: none"> <li>a. Mandating digital filing for all accounts.</li> <li>b. The removal of abridged accounts option for small and micro companies and</li> <li>c. Requiring all companies to file profit and loss accounts and small companies to file directors' reports</li> </ul> <p>Other future dates:</p> <ul style="list-style-type: none"> <li>- Requiring enhanced statements from directors of companies claiming an audit exemption.</li> <li>- Limiting the number of times a company can shorten its accounting reference period.</li> <li>- Restrictions on the use of corporate directors</li> </ul>

### ECCTA I.D. Verification

As part of the steps towards full implementation of the Economic Crime and Corporate Transparency Act 2023 as noted above, Companies House has introduced mandatory identity verification requirements for Directors and People with Significant Control (PSCs) of UK companies, as well as equivalents for Limited Liability Partnerships (members, general partners and

managing officers). The aim of this new legal requirement is to improve the quality and reliability of data on the companies register and deter the use of companies for illegal purposes.

For existing companies, the requirements are effective from the first confirmation statement date after Autumn 2025, with voluntary ID verification already available from 8 April 2025. For companies incorporated after the implementation date in Autumn 2025, the requirements are effective upon the date of incorporation. The requirements applicable to directors and PSCs are as follows:

- Directors must ensure that their ID is verified prior to the effective date for their entity as set out above.
- PSCs who are individuals must have their ID verified within 14 days after the effective date of the entity.
- PSCs which are companies need to appoint a “relevant legal officer” and have their ID verified within 28 days of the effective date of the entity.

Directors and PSCs can verify their identity online using the Companies House online system, in person at a post office or through an Authorised Corporate Service Provider (ACSP). Upon verification, directors and PSCs will get a unique identifier known as a Companies House personal code, which should then be used when filing the confirmation statement.

Although the requirement is not yet mandatory, companies should consider proactively addressing this requirement to avoid any last-minute issues. To prepare for this new requirement companies should:

- 1) Ensure that the directors and PSCs identified on the Companies House records are up to date.
- 2) Verify that the names of all individuals match their passports or government ID.
- 3) Note the company’s confirmation statement date, as this will inform the effective date for the entity.

Failure to comply with the identity verification requirements on time, is an offence that may result in financial penalties or fines being issued to the parties involved. Additionally, any company with outstanding unverified directors or PSCs may find this affects its access to finance and ongoing operations.

It is anticipated that the legislation will be extended to limited partnerships, overseas entities and other entities required to be registered at Companies House in due course.

### **Failure to prevent fraud offence**

The “Failure to prevent fraud” (FTPF) offence comes in force on 1 September 2025 as part of the Economic Crime and Corporate Transparency Act (ECCTA). The FTPF offence intends to encourage organisations to build an anti-fraud culture and discourage them from ignoring fraud which may benefit them. The amount of penalty involved is unlimited.

The FTPF offence aims to hold large organisations accountable for fraudulent activities committed by employees, agents, subsidiaries or other associated persons intending to benefit the organisations and where reasonable fraud prevention procedures were not in place.

Scope	Fraudulent activities	Reasonable fraud prevention procedures
<p>Applies to all large, incorporated bodies and partnerships across all sectors.</p> <p>This includes, but is not limited to incorporation by:</p> <ul style="list-style-type: none"> <li>• The Companies Act 2006</li> <li>• Royal Charter</li> <li>• Statute</li> <li>• The Limited Liability Partnership Act 2000</li> <li>• The Cooperative and Community Benefit Societies Act 2014</li> </ul> <p>Large not-for-profit organisations such as charities are also in scope, as well as incorporated public bodies.</p>	<p>The FTPF offence applies to a number of specified fraud offences, referred to as a “base fraud” as listed in a Schedule 13 of the ECCTA. Aiding, abetting, counselling, or procuring the commission of any of the listed offences would also qualify as a base fraud offence.</p> <p>Examples of offences caught by the regime are fraud:</p> <ul style="list-style-type: none"> <li>• by false representation</li> <li>• by failing to disclose information</li> <li>• by abuse of position</li> <li>• by obtaining services dishonestly</li> <li>• by participation in a fraudulent business</li> <li>• by false statements by company directors</li> <li>• by false accounting</li> <li>• by fraudulent trading</li> <li>• by cheating the public revenue.</li> </ul> <p>Note that money laundering offences are not included because relevant organisations are already required by law to have anti money laundering procedures in place and be regulated by the Financial Conduct Authority, who can order large fines against companies that fail to do so.</p>	<p>If organisations have reasonable fraud prevention procedures, they may be able to avoid prosecution under this offence.</p> <p>If a matter proceeds to court the onus is on the organisation to prove that the procedures it had in place were reasonable to prevent the fraud as the time that the fraud was committed.</p> <p>The Home Office published a guidance on 6 November 2024 which sets out procedures that organisations can put in place. The guidance suggests that reasonable fraud prevention measures are based on six principles:</p> <ol style="list-style-type: none"> <li>1. Top level commitment</li> <li>2. Risk assessment</li> <li>3. Proportionate risk-based prevention procedures</li> <li>4. Due diligence</li> <li>5. Communication (including training)</li> <li>6. Monitoring and review</li> </ol> <p>These principles mirror those set out under previous corporate criminal failure to prevent offences such as bribery and the facilitation of tax evasion. When applying these principles, organisations need to use these to this scenario as complying with them for the purpose of other offence will not cover them.</p>

<p>“Large”<sup>1</sup> organisations mean meeting two out of three of the following criteria: more than 250 employees, more than £36 million turnover and more than £18 million in total assets. This applies to whole organisation including subsidiaries.</p>		
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<sup>1</sup> The “Large” definition under ECCTA has not currently changed in line with the recent change in the company size threshold (effective for accounting periods commencing 6 April 2025), meaning that there may be some companies, despite now being eligible to qualify as medium under the Companies Act, are still within the scope of the FTPF offence.