

## High Life Membership Update – Report by Chief Executive

### Summary

This report provides the Board with an update on the *highlife* membership performance. It is recommended that Directors note the report and comment on any salient points.

## 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. Background

2.1 Previously, performance data was reported across various reports to the Board. At its meeting in September, Directors agreed that information relating to the *highlife* membership scheme should be separated out and reported in a single location. Taking this into account, this report provides Directors with a year-to-date overview of the *highlife* membership scheme.

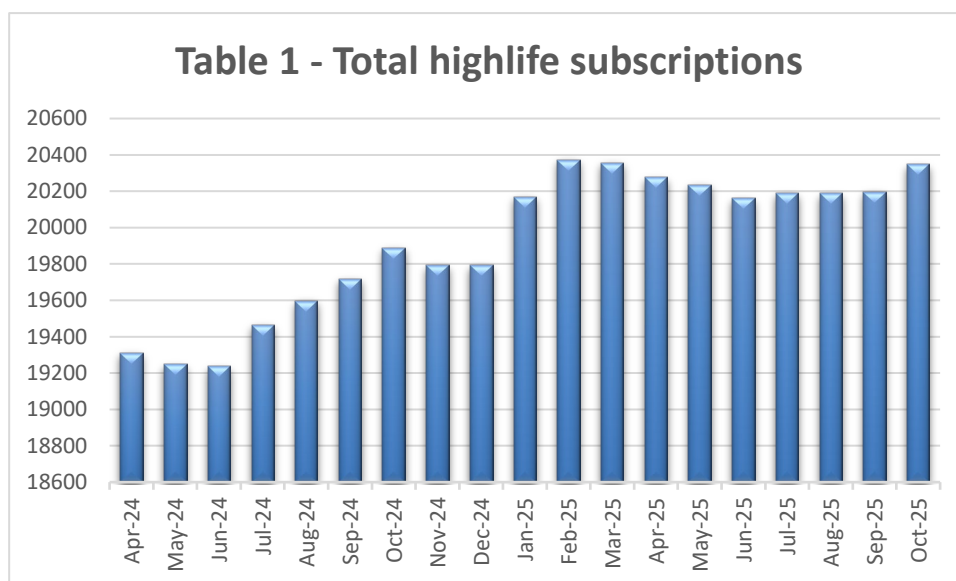
2.2 This report will detail the following information data:

- Total number of *highlife* subscriptions.
- Total income generated from *highlife* subscriptions.
- Total number of *highlife* Budget subscriptions in place.
- Total number of Corporate Subscriptions.
- Attrition rate across all *highlife* membership categories.
- An update on membership sales/retention campaigns since last Board Meeting.

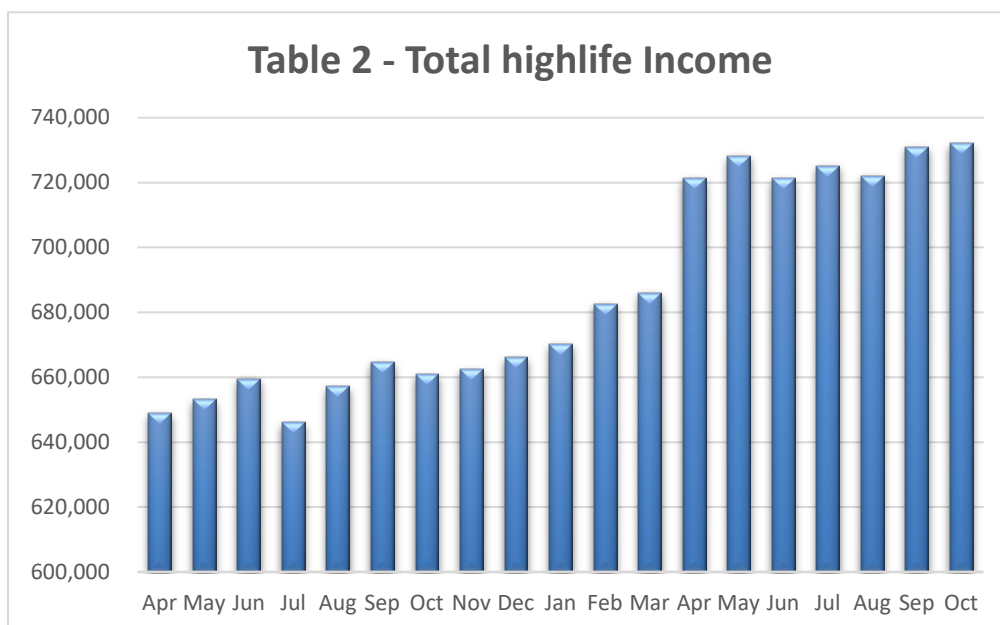
## 3. *highlife* Performance Data

3.1 Table 1 below presents the **total *highlife*** subscriptions across all categories of membership. As at end of October 2025, there were 20,345 subscriptions. Whilst the table appears to show an increasing position, there has effectively been an element of flat lining since the start of the current financial year. The leisure team,

supported by Community, Leisure and Sport colleagues are actively addressing this matter.

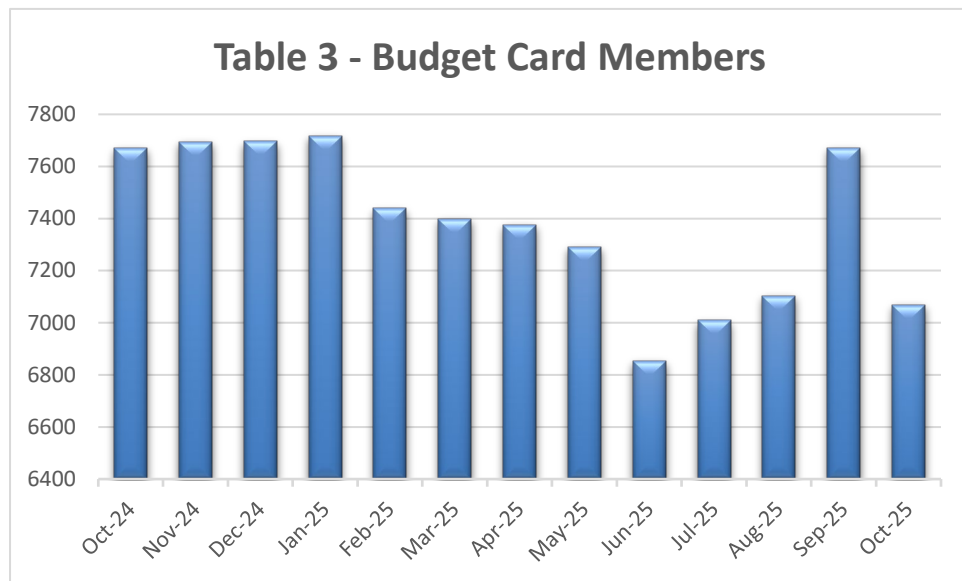


- 3.2 Table 2 below presents the **total** income generated through *highlife* subscriptions across all categories of membership. As at the end of October, 56.3% of the current year's financial target has been achieved. This represents a variance of 2.58% (£-134K) to where income should be at this period. Directors should note that when 2025/26 income targets were set there was recognition that they were challenging, however it was hoped they could be achieved. The service continues to monitor the position and as outlined above is working with colleagues across Community, Leisure and Sport to look at how year-end targets could still be achieved.



- 3.3. Table 3 below presents the **total** number of *highlife* Budget subscriptions that have been used in the last 12-months. The *highlife* Budget Card is the accessible scheme that allows certain individuals in receipt of benefits to access *highlife* [five] activities for 50p per session. Directors should note that work is well underway in respect of the new Active Scheme which will see those in receipt of

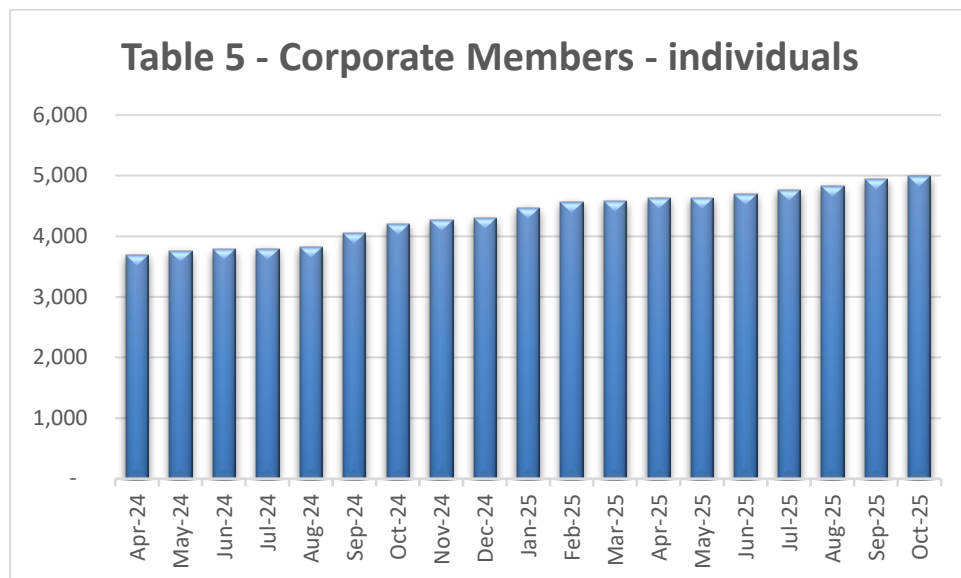
**full** Council Tax Reduction access a 70% discount across all activities. Once the Active Scheme is introduced the Budget Card will be wound down over a period of 12-months.



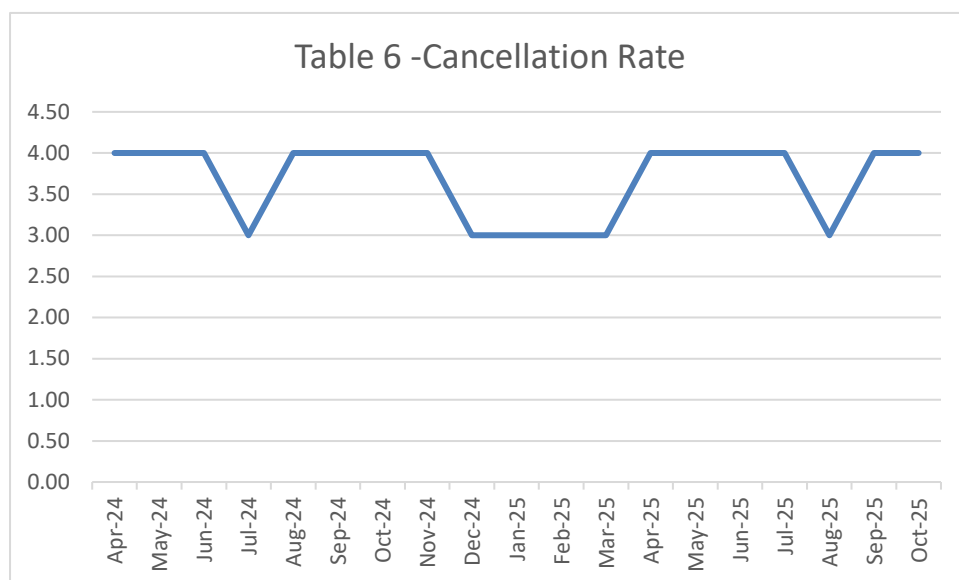
- 3.4 Table 4 below presents the **total** number of Corporate Business Partners, which currently sits at 152. These Corporate Partners offer a variety of *highlife* options to their employees, with some paying 100% of the subscription to support the wellbeing of staff and the staff member's family.



Table 5 correlates with the above table and details that across the 152 Corporate Wellness Partners, this equates to 4,989 individual members of staff and associated family members.



- 3.5 Table 6 below presents the monthly attrition rate across all *highlife* membership categories. Directors will note that over the current, and last, financial years the attrition %age has been consistently around 3.5%.



### 3.6 Membership Campaigns and Promotions

This section of the report summarises the key membership campaigns and promotional activity delivered from September 2025 onwards, including outcomes relating to acquisition, engagement, and retention.

#### 3.6.1

<b>High Life Highland's Wellness Month – Find Your Feel Good!</b>	
<b>September 2025</b>	
<b>Purpose</b>	<b>Outcome</b>
A cross-service initiative dedicated to inspiring communities across the Highlands to explore new ways to enhance their physical, mental, and social wellbeing.	Find Your Feel Good 7-Day Free Pass Results <ul style="list-style-type: none"> <li>• 333 passes requested</li> <li>• 105 passes used</li> <li>• 35 conversions</li> <li>• 33% conversion rate</li> </ul>

<b>Key Features</b> <ul style="list-style-type: none"> <li>• All HLH services delivered activities aligned to three wellbeing pillars.</li> <li>• Strong focus on cross-service collaboration and community engagement.</li> <li>• A 7-day free pass was introduced to encourage non-members to trial facilities and activities</li> </ul>	
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### 3.6.2

<b>National Fitness Day – Flash Offer</b>	
<b>24 September 2025</b>	
<b>Purpose</b>	<b>Outcome</b>
<p>HLH proudly aligned with UK Active's National Fitness Day to deliver a High Life Highland-wide celebration including new classes, and community fitness challenges.</p> <p>This nationally recognised day provided a focal point to the “flash offer” on the 24 September 2025 of nothing to pay until the 8 October 2025. The one-day offer therefore it drove urgency and increase sign-ups.</p>	34 new memberships sold

### 3.6.3

<b>UHI Welcome Week</b>	
<b>September 2025</b>	
<b>Purpose</b>	<b>Outcome</b>
<p>HLH works in close partnership with the UHI, and it proudly provides an exclusive UHI Student offer of a 30% discount off the standard individual membership price.</p> <p>HLH also provides an employee wellbeing membership offer to UHI staff which is a 10% off the standard individual and family membership.</p>	Currently HLH has 272 UHI memberships, 23 of which were generated during this UHI Welcome Week campaign.

### 3.6.4

<b>Inverness Chamber of Commerce – Spotlight Event</b>	
<b>September 2025</b>	
<b>Purpose</b>	<b>Outcome</b>
The Commercial Growth and Partnership Team attended Spotlight to raise awareness of the employee wellbeing membership scheme and	Proudly supporting 152 Highland businesses and 5,000+ associated employees.

engage with existing and new corporate clients.	
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3.6.5

<b>Loch Ness Marathon</b>	
<b>27-28 September 2025</b>	
<b>Purpose</b>	<b>Outcome</b>
<p>HLH was delighted to be invited to host a stand at the Loch Ness Marathon over two days.</p> <p>This was a great event to engage with existing members and promote the all the activities the <i>highlife</i> membership provides.</p>	<p>Whilst no memberships were gained at this event, it provided a fantastic opportunity to have meaningful discussions with members and customers with regard to feedback about the service provision whilst celebrating the members participating in the event.</p>

3.6.6

<b>Fall into Fitness &amp; No Tricks, Just Treats – 10 Days for £10</b>	
<b>October 2025</b>	
<b>Purpose</b>	<b>Outcome</b>
<p>The aim of the campaign was to provide access to non - members enabling them to experience High Life Highland's leisure facilities, activities, and services and following their 10 days pass, the opportunity to convert to a full membership.</p>	<ul style="list-style-type: none"> <li>• 46 vouchers purchased</li> <li>• 40 redeemed</li> <li>• 13 new memberships (33% conversion rate)</li> </ul>

3.6.7

<b>Belong and Beyond (Retention Campaign – Ongoing)</b>	
<b>October 2025</b>	
<b>Purpose</b>	<b>Outcome</b>
<p>This campaign's objective was to improve HLH's retention and regain <i>highlife</i> members who have cancelled their membership in the previous four months.</p> <p>The Commercial Partnership and Growth Team re-engage with customers that cancelled their membership between July to September by offering tailored support, exclusive incentives and a warm welcome back.</p>	<p>Key Data</p> <ul style="list-style-type: none"> <li>• 2,407 cancellations identified</li> <li>• 198 had already rejoined since their initial cancellation</li> <li>• 250 consented to email contact</li> <li>• 10 rejoined via exclusive offer (4% conversion rate)</li> </ul>

3.6.8

<b>With You All the Way (Re-engagement Campaign – Ongoing)</b>	
<b>October 2025</b>	
<b>Purpose</b>	<b>Outcome</b>
Commercial Partnership and Growth Team will connect with customers	Key Data

<p>who haven't visited their HL leisure facility within the last 4 weeks, offering personalised support such as booking classes, reconnecting them with staff, and encouraging regular visits.</p>	<ul style="list-style-type: none"> <li>• 1,398 members identified as inactive therefore at high risk of cancelling</li> <li>• 900 consented to email contact</li> <li>• Personalised support offered (class bookings, inductions, staff connections)</li> <li>• 8 members requested assistance and are now actively engaged.</li> </ul> <p>This new approach will continue to be monitored closely due to its nature and associated risks of reaching out to sleeping members.</p>
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### 3.6.9

<b>Bring a Buddy Campaign</b>	
<b>October → December 2025</b>	
<b>Purpose</b>	<b>Outcome</b>
<p>To encourage existing <i>highlife</i> members (all-inclusive and budget) to continue to access facilities in the winter months and encourage them to bring a friend (non-member).</p> <p>Each all-inclusive and budget member received three Bring a Buddy vouchers to use during October to December. This campaign is great way of rewarding or existing members but also encouraging non-members to visit and experience the facilities we HLH has to offer.</p>	<p>Results to Date (ongoing)</p> <ul style="list-style-type: none"> <li>• 223 registrations</li> <li>• 66 buddy visits</li> <li>• 17 conversions (26% conversion rate)</li> </ul>

### 3.6.10

<b>HYROX Simulation event</b>	
<b>October 2025</b>	
<b>Purpose</b>	<b>Outcome</b>
<p>An event that took place in Inverness Leisure to celebrate the new HYROX equipment recently installed at the centre.</p> <p>The session was delivered predominantly to existing <i>highlife</i> members – and was an excellent retention tool. The Commercial Partnership and Growth team were on hand to offer information and</p>	<p>6 new memberships purchased directly attributable to the HYROX Sim event.</p>

advice on joining the <i>highlife</i> scheme.	
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3.6.11

<b>Averon Leisure Centre – gym refurbishment open day</b>	
<b>November 2025</b>	
<b>Purpose</b>	<b>Outcome</b>
<p>To welcome new members into the Alness location to see the result of HLH's most recent fitness investment, by way of a full new Technogym fitness gym.</p> <p>A free 7-day pass was introduced to correspond with the new gym opening.</p> <p>The Commercial Partnership and Growth team were on hand to support the onsite Manager and team with the Open Day and sales of memberships.</p>	<p>The campaign is still ongoing – results at time of writing this report:</p> <ul style="list-style-type: none"> <li>• 14 registrations</li> <li>• 6 redeemed</li> <li>• 2 conversions to date (33% conversion rate)</li> </ul>

#### 4. Implications

- 4.1 Resource Implications – there are no new implications.
- 4.2 Legal Implications – there are no new legal implications associated with the recommendations of this report.
- 4.3 Impact Assessment - All policies, strategies, or service changes are subject to an integrated screening for impact for Equalities, Poverty and Human Rights, Children's Rights and Wellbeing, Climate Change, Islands and Mainland Rural Communities, and Data Protection. Where identified as required, a full impact assessment will be undertaken. This is a monitoring report, and an impact assessment is therefore not required.
- 4.4 Risk Implications – there are no new risk implications associated with the recommendations of this report.

#### Recommendation

It is recommended that Directors note the report and comment on any salient points.

Designation: Chief Executive

Date: 27 November 2025

Author: James Martin, Director of Community, Leisure and Sport