

THE HIGHLAND COUNCIL

Education, Children and Adult Services Committee
18 March 2016

Agenda Item	11.
Report No	ECAS 36/16

High Life Highland Progress Report

Report by Chief Executive of High Life Highland

Summary

This report:-

- i) presents information on the performance of High Life Highland during the operating period April 2015 to March 2016;
- ii) provides general updates since the last report in November 2015; and
- iii) provides information on the Active Schools programme and the volunteering Leadership Programme for young people.

1. Background

- 1.1 High Life Highland (HLH) was established by the Council in October 2011 as a charity, developing and promoting opportunities in culture, learning, sport, leisure, health and wellbeing. The Council has contracted with HLH to deliver its Public Services Obligations (PSO) through a Service Delivery Contract (SDC) to deliver the following nine areas of work: Adult Learning; Archives; Arts; Leisure Facilities; Libraries; Museums; Outdoor Learning; Sport; and Youth Work.

2. Service Delivery Contract Monitoring

- 2.1 The Service Delivery Contract with HLH is made up of objectives from Highland First and from the Care and Learning Service Plan. The formal monitoring of HLH forms part of the Quarterly Performance Reviews (QPR) of the Care and Learning Service to the Council's Chief Executive. During April 2015 to March 2016 there were four QPRs where the quarterly objectives were assessed as having been met or exceeded. The indicators which monitor progress against the Council's plans along with summary explanations can be seen in **Appendix A**. HLH also reports twice yearly direct to the Education, Children and Adult Services Committee, providing performance information, general updates and a spotlight on one area of its work per report, the Active Schools Programme being the area of work focussed on at this meeting.

3. HLH Governance

- 3.1 HLH directors are appointed by the Council (eight independent directors and four Councillor directors). Following the resignation of three Directors due to other work commitments, the Council at the meeting on 20 January 2016, appointed Mrs E MacRae and Mr D Somerville, two Inverness Leisure Directors and at the meeting on 10 March 2016, the Council further appointed Mr M Tate as an

Independent Director.

4. General Updates Since November 2015 Report

4.1 *Amalgamation with Inverness Leisure*

The amalgamation of HLH and Inverness Leisure (IL) took place as scheduled on 1 April 2016. The smooth transfer followed several months of intense and focussed work involving the support staff in both organisations as well as staff in the Council's Care and Learning, Finance, Legal and Property services. The required efficiency savings are embedded in the budget for the year split approximately into a third from back office processes, a third from central posts from both organisations and a third being added to income and reduced expenditure targets.

4.2 *2016/17 Budget*

The Council has set the HLH budget savings target at 4.31%, the same percentage reduction applied by the Scottish Government to the Council. After taking account of salary increments and other pressures, this results in a £1.3M saving target for HLH. The HLH Board has put a plan in place to make the savings which, in common with Council Services, will be challenging to deliver and which will require close monitoring throughout the year to enable early corrective action if any of the savings do not fully materialise. The plan sets ambitious targets for increased income (earned income, donations and grants).

4.3 *Replacement Outdoor Centre*

The Education, Children and Adult Services Committee has previously noted that HLH has been asked to work on the development of a new outdoor centre following the Council having received permission from the Big Lottery Fund (BLF) to retain £0.5M funding from its previous interests at Badaguish near Aviemore. HLH has since been working with partners on a potential joint project on land at Glenmore, near Aviemore, which is owned by the Forestry Commission and the Scottish Youth Hostel Association. The location would provide an ideal site for outdoor activities and education in an area which is renowned for its biodiversity, geography and suitability to host a wide range of outdoor pursuits. Working with the other partners (including the Cairngorms National Park) could be of significant benefit to the Council and HLH in terms of efficiency of capital and revenue expenditure because of the potential to share and have joint operating agreements with regard to:

- accommodation;
- bookings and admin;
- outdoor activity provision;
- catering; and
- visitor and interpretive services.

A feasibility study has been commissioned by HLH on behalf of the Council and the other partners to explore how the site could best be developed. The results of the feasibility will be known in June 2016 and should the development prove feasible, the next stage would be to carry out more detailed design and costing work. This would allow the project to be considered for funding as part of the Council's capital programme and of those of the partners, including possible

external funding applications.

- 4.4 ***Joint Working and Development of Memorandum of Understanding with the University of the Highlands and Islands*** – HLH senior staff and the Deans of Facility are meeting on a regular basis to develop potential research projects at undergraduate and PHD level. To date the three main areas under consideration are:
1. The nuclear industry (to tie in with the Nuclear Archive);
 2. International family history research; and
 3. The cost and other benefits of falls prevention and activity levels in the elderly.

These and other potential projects will form the basis of a formal Memorandum of Understanding to be considered in due course by both organisations.

- 4.5 ***Scottish Parliament Local Government & Regeneration Committee***
The Director of Care and Learning and the HLH Chief Executive gave oral evidence to this Committee on 18 November 2015. Four ALO and host Council representatives were invited; HLH/THC; EDI [Edinburgh property development ALO]/Edinburgh City; North Lanarkshire Culture/NL Council and Bon Accord Care/Aberdeen Council. The main conclusions of the Committee were as follows and the full report can be seen at:-

http://www.parliament.scot/S4_LocalGovernmentandRegenerationCommittee/Reports/LGRS042016R07.pdf

A summary of this provided below-

“We highlight three emerging areas in relation to ALEOs which we believe should be subject to specific focus. These developing themes should be revisited within the next session of the Parliament to review whether potential challenges have materialised into substantive issues for local authorities, ALEOs, and the public:

- *multiple ALEOs functioning in the same area delivering similar services*
 - *duplication of services*
 - *potential to cause confusion to the public*
- *merging of ALEOs to create greater efficiencies and savings resulting in the creation of a super' ALEO*
 - *less flexibility for local authorities*
 - *greater risk to local authorities if non-performance identified*
- *provision of services to vulnerable people by ALEOs, for example, delivery of social care*
 - *whether outcomes are being achieved*
 - *level of public involvement in service delivery*
 - *potential risks if non-performance identified”*

- 4.6 ***Working with NHS Highland - Back Pain Clinics***
Traditionally, Physiotherapy sessions for managing back pain have been delivered in a clinical setting.

Recently a pilot was run where Physiotherapists led back pain sessions in the Raigmore Community Centre in Inverness and signposted patients towards further self-management opportunities in the community (including other High Life

Highland led activities).

The clinics were held between January and March 2016 and were set up to provide patients with quicker access to care and reduce waiting times. The waiting list has now been dealt with and the partnership work will be picked up again should the need arise in future.

5. Active Schools

5.1.1 The Active Schools Programme has been in place since 2004 and is currently governed by an Investment Agreement with **sportscotland**, the national agency for sport, for the period 2015-19.

5.1.2 The Active Schools Programme aims to provide increased and higher quality opportunities to take part in sport and physical activity before school, during lunchtimes and after school and to develop effective pathways between schools and sports clubs in the local community.

5.1.3 **sportscotland** works in partnership with all 32 local authorities in Scotland to invest in and support the Active Schools Network. The Active Schools Network is **sportscotland**'s flagship school sport programme which delivers against targets within the wider Scottish Government Active Scotland Outcomes Framework. The national Framework includes working towards ensuring children and young people meet the national physical activity target of at least 60 mins every day.

5.2 2015-19 Active Schools Investment

5.2.1 The **sportscotland** investment of £942K per annum for The Highland Council area supports approximately 65% of a staffing complement of 26.2 full time equivalent (FTE) Active School Coordinators (ASC). This is augmented by Highland Council investment, through HLH budgets, making the total investment per year £1.31M.

5.2.2 In the Highland Council area, an ASC is placed in every associated school group (ASG) and for Drummond school. The ASC role is primarily to recruit, retain, and develop a team of volunteers who in turn deliver sport and physical activity sessions for children and young people.

5.2.3 There is a robust monitoring process in place involving reporting to **sportscotland** on a termly basis which is used by staff to identify strengths and weakness, bringing a focus to improvement. The performance of the Highland team continues to improve bringing increased opportunities for children and young people. Over the past four years the numbers of individual children participating in active schools supported activity has increased from 12,087 to 14,445. Activity sessions have grown from 6373 to 7494 and the number of participant sessions has equally grown from 115,911 to 142,178.

5.3 Supporting Volunteering and Leadership in Young People

5.3.1 The future of clubs and sporting activity relies on volunteers. To address the perceived concern about an ageing club support network and of young people

being reticent about being involved in their communities, HLH has developed a programme to support young people to develop the skills and confidence to lead others in activity. Initial pilots have grown to deliver highland wide opportunities. The Leadership Programme (**Appendix B**) has been designed to support young people to develop volunteering as a lifestyle choice.

There are now 1,009 young people developing their leadership skills through the programme, developing coaching skills, furthering their employment opportunities and confidence they will take through life. The programme is available in every ASG, with training recently delivered for the first time in Inverness for pupils with additional support needs (ASN), these pupils coming from a number of schools and units across the Highlands.

- 5.3.2 The programme has been recognised as sector leading. The Head Teacher of Kingussie High School, Oli Bray, has fully embedded the Programme and was recently invited to present on the benefits to the pupils at the Association of Directors of Education conference. In recognition of good practice, Highland recently received additional investment from **sportscotland** to employ a Development Officer to extend the Leadership Programme.
- 5.3.3 The experience of planning, organising, teamwork and active leadership are key areas of learning. The Programme is underpinned by Sports Coach UK qualifications and many young people have moved on to take Scottish Governing body qualifications. However, it is recognised that the real hands on learning takes place while volunteering and leading peers.
- 5.3.4 The first Gaelic Medium sports and dance leader course is planned for summer 2016. Following training, 30 young leaders will be deployed to Gaelic Medium settings to lead activities in Gaelic Medium to their peers.
- 5.3.5 The young graduates of the Programme are the future leaders and coaches in Highland sports clubs. In addition, some have already moved into employment at High Life Highland Leisure Centres and some have found that their experiences and confidence has proved valuable in securing and moving through college and university courses. The most recent graduate ASC appointment was one of the early graduates of the Leadership Programme.

5.4 **Impact of the Active Schools Programme**

- 5.4.1 The impact of the Leadership Programme is growing. Termly statistics show a 37% increase in the number of secondary pupils involved in delivering sport and physical activity opportunities in comparison with the same period last year from 243 to 333. The number of these deliverers holding a recognised qualification has increased by 41% from 111 to 157.
- 5.4.2 A higher proportion of girls than boys in teenage years are classed as inactive. The drop off rate in participation in activity is particularly evident in transition from primary to secondary school. Many girls however tend to be attracted to physical activity with music. In order to capture this enthusiasm, a project called Movers And Shakers was developed to encourage more girls as dance leaders, in turn

leading dance sessions for primary and secondary school pupils.

- 5.4.3 Movers and Shakers is therefore a peer led dance programme, simply about moving, shaking, keeping active and having fun. The project was recognised by the Scottish Government, Legacy 2014 Physical Activity Fund and received funding to roll out dance based activity across Highland and train the High Life Highland workforce to build sustainability. The project started in October 2015 and the impact was immediately evident in the December data collection where for the first time there were more S1 girls, engaged across Highland than boys. The project is producing our next generation of sports and education 'movers and shakers'.
- 5.4.4 The culmination of 'Movers and Shakers' will be the first annual Highland wide gathering and is planned for September 2016 - a celebration rewarding young people for their commitment to volunteering.
- 5.4.5 Finally, the joint work of the ASC with Milnafua, Alness Community Group, which has trained and supported young leaders via the Leadership Programme, was highlighted to the First Minister during her visit to the town on 15th April 2016. These young leaders will be the main workforce for the summer holiday play scheme in the area.

6. Recommendations

It is recommended that Members note:-

- i. that High Life Highland has met or exceeded the outcomes expected in the Service Delivery Contract with the Council for the period April 2015 to March 2016;

And that Members note and comment on:-

- ii. the general updates since the last report in November 2015; and
- iii. the work delivered by High Life Highland through the Active Schools programme and the volunteering leadership programme for young people.

Designation: Chief Executive
High Life Highland

Date: 20 April 2016

HLH Performance Summary

SOA Action	Notes – HLH contributions to the Highland Single Outcome Agreement
Activities for pupils beyond the school day	Active Schools Coordinators provided 372,742 participant sessions in 2014-15 and 432,346 in 2015-16, an increase of 59,604.
Communities Use of Schools Policy (THC's Policy is to develop schools as part of its capital programme into community hubs)	High Life Highland (HLH) operates ten school and community facilities outwith school hours on behalf of the Council. In the future HLH will be operating the new facilities at Wick High School and Inverness Royal Academy following completion of the capital projects. Discussions are underway regarding HLH taking over the booking of school lets in secondary schools.

SOA Action	Notes – HLH contributions to the Highland Single Outcome Agreement
<p>Councils policies in cultural & sports services</p>	<p>HLH operates the two regional Museums, the Highland Folk Museum and Inverness Museum and Art Gallery, supports the work of the Highland Culture Strategic Board and is supporting the on-going work of the Council to develop a new Highland Cultural Facility in Inverness.</p> <p>HLH programmes exhibitions and activity programmes in three Galleries. Total Arts attendances in 2014-15 were 67,122. Attendances in 2015/16 were 71,531 with the hugely successful Lego exhibition contributing to this improved performance.</p> <p>HLH operates 19 stand-alone and joint school/community leisure centres which achieved their highest ever attendance in 2014-15 of 1,164,429. In 2015-16 attendances were 1,159,554 and the 4,875 reduction is accounted for by reduced customer numbers at Thurso Pool which has been partially closed for extension and refurbishment work.</p> <p>There were two particular successes with regard to customer numbers and service improvements in 2015-16:</p> <ul style="list-style-type: none"> • The Highland Folk Museum and Inverness Museum and Art Gallery together had their busiest year ever with 121,075 visits in 2015-16 compared with 96,653 the previous year. The Museums also generated more donations and income than ever before with donations totalling £56,983 in 2015-16 compared with £36,542 the previous year; and • Inverness Botanic Gardens have also had a record high having 92,239 visits in 2014-15 compared with 62,338 in 2014-15.
<p>Deliver ESOL & Adult Literacies</p>	<p>HLH delivers a programme of Literacy and Numeracy and English for Speakers of Other Languages (ESOL) classes and 1:1 support. In 2015-16 there was an average of 546 unique participants per month across Highland compared with 551 in 2014-15. The numbers of participants are reducing because of reduced external funding and a move towards working with harder to reach/smaller groups of clients.</p>

SOA Action	Notes – HLH contributions to the Highland Single Outcome Agreement
Deliver the Arts strategy	<p>HLH supports the work of the Highland Culture Strategic Board and is supporting the on-going work of the Council to develop a new Highland Cultural Facility in Inverness.</p> <p>HLH programmes exhibitions and activity programmes in three Galleries. Total Arts attendances in 2014-15 were 67,122. Attendances in 2015/16 were 71,531 with the Lego exhibition contributing to this improved performance.</p>
Deliver the Youth Work Policy	<p>HLH provides a targeted youth work service across all 29 Associated School Group areas in Highland. The number of learning hours provided for young people in Highland increased from 203,096 in 2014-15 to 235,078 in 2015-16. The average number of unique participants per month increased from 2,051 in 2014-15 to 2,582 in 2015-16. Attendances at “Fusion” diversionary activity programmes increased from 2,432 in 2014-15 to 3,504 in 2015-16. Contacts with young people has remained steady with contacts totalling 86,291 in 2014/15 and 86,319 in 2015/16. Within the context of the Council and national direction being a greater emphasis on targeting young people in need (prevention agenda), the expectation is that this figure will reduce as the service focuses on a smaller number of harder to reach young people. The increase in learning hours by 31,982 demonstrates that the depth of work taking place with young people in terms of the time spent with them on learning programmes is increasing.</p>
Delivery of lifelong learning	<p>HLH runs a commissioned adult learning service which reached 4,894 participants in 2014/15 which is an increase of 60 compared with the previous year. This number will reduce as commissioning funding reduces as a result of agreed budget savings and the services focuses its resources on literacy, numeracy and ESOL provision. The 2015/16 figures will be available following receipt of year end reports from commissioned partners.</p>
Develop new ways of supporting adult learners	<p>HLH commissioned classes provide a wide range of learning opportunities which are based on needs assessments carried out by commissioning partners [local organisations which propose and deliver the classes]. The increase referred to above is reflective of the relevance of the programme to local communities.</p>

SOA Action	Notes – HLH contributions to the Highland Single Outcome Agreement
Develop the High Life low cost leisure access card	Between HLH and the other leisure providers in Highland which operate the High Life Leisure Access Scheme there are 92,617 individual High Life card holders which is 40% of the Highland population. HLH's number of direct debit memberships has risen by 1,207 over the past three years. The High Life card can now be used as a library card, a Young Scot card, a cashless catering school meals card and a national Entitlement card.
Development apprenticeship for young people supported by youth services	HLH runs a Young Person's Leadership Programme delivered by Active Schools Coordinators which has 1,009 young people enrolled in it. Throughout the year HLH provided places for 115 young people on employability programmes, with there having been an additional 435 young people engaging in employability related activities such as life skills activities, personal and social education, volunteering (Saltire Awards, DofE etc.) and leadership groups/activities. Sixteen young people on the Council's Activity Agreement employability programme were supported by HLH youth work staff. HLH leisure facilities have delivered modern apprentices for 53 staff since 2013.
Development officers for disability & sports coaching	HLH has Development Officers for disability sport and gymnastics. These posts are responsible for club development, coach education and support.
ECS volunteering policy	HLH has developed a volunteering policy which includes recruitment, induction, training and review and has over 1,000 volunteers associated with the service delivery, particularly in sport.
Evidence children are included across ECS	HLH contributes to this objective by supporting area youth forums and in 2015-16 ran two Highland Youth Parliaments which covered a variety of topics, including specific sessions on schools on behalf of the Care and Learning service.
Expand access to culture & arts across the Highlands	HLH programmes exhibitions and activity programmes in three Galleries. Total Arts attendances in 2014-15 were 67,122. Attendances in 2015/16 were 71,531 with the successful Lego exhibition contributing to this improved performance.
HLH to ensure balanced programme of activity for young people	The active schools and youth work programmes have a wide range of activities There is a particular emphasis placed on encouraging girls to remain active and, therefore a focus on less traditional activities such as dance, exercise to music and gymnastics. Youth work staff

	provide a wide range of activity which includes employability programmes, a range of achievement awards and diversionary activity. A more in depth focus on Active Schools is provided earlier in this report.
SOA Action	Notes – HLH contributions to the Highland Single Outcome Agreement
Online learning solutions for adult learning	HLH libraries have a range of on-line resources which support learners in Highland including a formal language learning resource as well as e-books; e-magazines and audiobooks.
Property Asset Management Strategy for HLH	The Council's Property Asset Management Strategy links its secondary school building programme with community facilities so that new schools become joint school and community facilities. The next such facility is Wick High School, scheduled to open in October 2016, which will have school and community library, swimming pool, games hall, exercise studio and gym which will all have community access. This approach has led to increased use of facilities by the public in every case.
Single smart card	The range of services which can now be placed on one card are: National Entitlements, Young Scot, High Life leisure, Highland Libraries and school cashless catering.
Targeted numeracy & literacy services	HLH delivers a programme of Literacy and Numeracy and English for Speakers of Other Languages (ESOL) classes and 1:1 support. In 2015-16 there was an average of 537 unique participants per month across Highland compared with 551 in 2014-15. The numbers of participants are reducing because of reduced external funding and a move towards working with harder to reach/smaller groups of clients.
Targeted young people in need - High Life Highland	HLH provides a targeted youth work service across all 29 Associated School Group areas in Highland. The number of learning hours provided for young people in Highland increased from 203,096 in 2014-15 to 235,078 in 2015-16. The average number of unique participants per month increased from 2,051 in 2014-15 to 2,582 in 2015-16. Attendances at "Fusion" diversionary activity programmes increased from 2,432 in 2014-15 to 3,504 in 2015-16. Contacts with young people has remained steady with there having been 86,291 in 2014/15 and 86,319 in 2015/16. Within the context of the Council and national direction being a greater emphasis on targeting young people in need (prevention agenda), the expectation is that this figure will reduce as the service focuses on a smaller number of harder to reach young

	people. The increase in learning hours by 31,982 demonstrates that the depth of work taking place with young people in terms of the time spent with them on learning programmes is increasing.
SOA Action	Notes – HLH contributions to the Highland Single Outcome Agreement
With HLH provide integrated community facilities	A strong focus of all recent and planned school campus new build or refurbishments is the provision of integrated facilities, Aviemore Primary School being the most recent, with Wick High School, Inverness Royal Academy and Tain Royal Academy in the pipeline.
Youth Convenor & Youth Workers engage with young people	The Youth Convenor post is recruited annually and works with the Highland Youth Parliament Executive Committee which meets six times per year in addition to two annual Highland Youth Parliament conferences.
Youth Convenor attendance at Full Council	The Youth Convenor attends full Council meetings and other Council Committees as required.
Youth Voice elections	HLH supports the bi-annual youth voice elections.



High Life Highland Leadership Programme

Acadamaidh Ceannardais High Life na Gàidhealtachd



Welcome

Welcome to the High Life Highland (HLH) Leadership Programme. This document outlines the Programme and how it supports young people developing as leaders both in sport and in the wider community.

The Leadership Programme offers a selection of awards from HLH using the familiar and quality courses from Sports Leaders UK and National Governing Bodies for sport and Youth Work.

Once candidates commit to one of the Award Levels they are a member of the Leadership Programme. HLH pride ourselves on the quality of Young Leaders produced through the programme and are confident the Leadership Programme will develop the experiences of Young Leaders in both school and community setting.

Whilst working towards one of the Award Levels, candidates will gain valuable experiences of practical leadership and benefit from links within the wider community.

HLH will support each leader taking part in the Programme to take full advantage of the opportunities available to them. These opportunities will enhance their development as Young Leaders whilst helping them develop skills in delivering high quality activities.

The Leadership Programme is open to those up to and including the age of 25 years, and although underpinned by leadership in sport and youth work, the awards can be utilised by young people volunteering in clubs or facilities.

Values

Each Leadership Programme level is based around a standard set of values that leaders should strive to possess in order to be effective. The experience of planning, organising, teamwork and active leadership are key areas of learning.

These qualities cross over to other aspects of life including academic studies, social interaction and employment.



Leadership
Values

Curriculum for Excellence

The values developed through the HLH Leadership Programme support the objectives of the Curriculum for Excellence.

High Life Highland Leadership Programme	Curriculum For Excellence
<p>Highland Leaders:</p> <ul style="list-style-type: none"> • Communicate when leading others • Work together as a team • Lead group decision making • Evaluate their leadership and others ability to lead • Leaders plan and prepare sessions reflecting on information from both academic and experiential settings • Motivated and enthusiastic learners 	<p>Successful Learners:</p> <ul style="list-style-type: none"> • Use communication skills and literacy • Think creatively and independently • Learn independently and as part of a group • Make reasoned evaluations • Link and apply different kinds of learning in new situations
<p>Highland Leaders:</p> <ul style="list-style-type: none"> • Plan and deliver safe learning environments to facilitate skill acquisition • Evaluate feedback to improve performance • Advocate a healthy lifestyle • Demonstrate confidence and responsibility while working with others • Ensure opportunities are inclusive. • Have self-respect 	<p>Confident Individuals:</p> <ul style="list-style-type: none"> • Relate to others and manage themselves • Assess risk and take informed decisions • Achieve success in different areas of activity • Pursue a healthy and active lifestyle • Are self-aware • Live as independently as they can • Develop and communicate their own beliefs and view of the world

High Life Highland Leadership Academy	Curriculum For Excellence
<p>Highland Leaders:</p> <ul style="list-style-type: none"> • Take responsibility for the needs of others • Support younger or less able participants • Identify and find solutions for challenges • Resilient and self-reliant 	<p>Effective Contributors:</p> <ul style="list-style-type: none"> • Take the initiative and lead • Apply critical thinking in new contexts • Create and develop • Solve problems • Communicate in different ways and different settings • Work in partnerships and teams
<p>Highland Leaders:</p> <ul style="list-style-type: none"> • Develop skills of participation and responsible action • Communicate at all levels • Demonstrate responsibility and provide positive role model behaviour. 	<p>Responsible Citizens:</p> <ul style="list-style-type: none"> • Respect for others • Commitment to participate responsibly in social and cultural life • Make informed choices and decisions • Develop informed ethical views of complex issues • Understand different beliefs and cultures

The Leadership Programme has a range of Leadership Levels to suit every candidate with some having no requirement to undertake a qualification.

There is no need to progress through each level; candidates can choose the levels that they would like to complete.

The goal is undertaking active leadership within a school or community setting, gaining the experience of “doing” rather than simply the theory of leading groups.

Level**Requirements**

Junior Leaders

Complete the HLH Junior Leadership Course and support the delivery of 10 activity sessions.

Navy Blue

This level is for those who complete 25 hours of sport or activity leadership.

Purple

Complete either the Go Lead, I Can Lead, Women, Get Set, Go Award or Involvement Training in Youth Leadership. An additional 25 hours leadership time is required.

Green

Complete Level 4 Award in Sports or Dance Leadership, Introduction to Youth Work Module or equivalent. An additional 25 hours leadership time is required.

Red

Complete Level 2 Award in Sport or Dance Leadership or module in Youth Work. An additional 25 hours leadership time is required.

Grey

Complete the Level 5 Award in Community Sports Leadership or PDA in Youth Work and an additional 25 hours leadership time.

As part of the programme, promoting excellence in leadership, all candidates will be offered the opportunity to complete a Positive Coaching Scotland Award. These courses help candidates gain knowledge and tools for encouraging positive and fair play and we see this as a perfect complement to the series of awards offered.

The Leadership Programme complements Sports Leadership courses both within and outwith curriculum time by supporting volunteering opportunities above and beyond the minimum leadership hours required by a course.

On completion of the HLH Leadership Programme Award, and the required leadership hours, candidates will receive a hoodie, colour coded to the level of their award recognising their work, experience and commitment. This provides candidates with a tangible aim which they can wear with pride. Some schools and community clubs recognise these leadership hoodies as a high value part of their dress code.

Those who do not wish to progress into sports or youth work leadership have a range of opportunities to consider, these include Saltire Awards; Youth Achievement Awards; Duke of Edinburgh Award; John Muir Trust Awards, all give leadership and learning experience.

Events and Groups that HLH Leaders can be involved with:

- Extra-curricular clubs throughout the cluster
- Local Primary school events and Sports Days
- Local events (Half Marathon, Triathlon, Highland Games etc)
- Rotary Interact
- Youth Café & Youth Clubs
- Youth Forum
- Fusion Events
- Leisure or Community Facilities programmes
- Community Sports Hubs & Sports Clubs
- Holiday Programmes

Young Leaders also have the opportunity to consolidate experience and skills using the Lead 2014 programme, as Young Ambassadors or by undertaking other awards.

Employability

All Graduates of the HLH Leadership Programme will leave with a set of attributes, skills and knowledge valuable in the workplace. The experience gained will be positive for a career not just in sport or work with young people but in any employment and further education opportunity.

Practicalities

Who tutors these courses?

These courses can be tutored by any number of individuals. It is likely that the Active Schools Co-ordinator, Youth Worker or Teacher will be the best person to tutor the courses.

Who mentors the candidates?

Many people will be required to support the candidates taking part in the programme. The tutor will be a vital part of the support network however being part of the HLH Leadership Programme requires commitment out with school time and as such the Active Schools Co-ordinator or Youth Worker will have the key role in supporting volunteering in community settings.

Who pays for these awards?

The HLH Leadership Programme supports the opportunities for young volunteers, offering opportunities in addition to those already available in the curriculum. The Leadership Programme is funded by HLH. Awards offered will be funded according to the needs of the area.

How do I get involved?

Speak to your Active Schools Co-ordinator, PE teacher or Youth Development Officer. They will outline the Programme in your area and provide you with the information you need.

The Leadership Programme teaches values, promotes involvement in sport and activity and will leave a legacy to develop our next generation.

The HLH Leadership Programme enhances the formal curriculum providing skills for life and the workplace.