

Agenda Item	4.
Report No	CLH 72/19

## HIGHLAND COUNCIL

**Committee:** Care, Learning and Housing Committee

**Date:** 5 December 2019

**Report Title:** High Life Highland Progress Report

**Report By:** Chief Executive of High Life Highland

### 1. Purpose/Executive Summary

1.1 This report is in three parts:

**Part one** - presents information on the performance of High Life Highland (HLH) during the operating period to September 2019, including the realignment of HLH's Service Delivery Contract reporting to the new Council Corporate Plan 2019-22;

**Part two** - provides general updates since the last report to the Care, Learning and Housing Committee in May 2019; and

**Part three** - provides information on one aspect of the work of HLH. This time round the focus is on youth engagement/democracy.

### 2. Recommendations

2.1 Members are asked to:

- i. agree that HLH reporting be changed to reflect the Council's Corporate Plan 2019-22 which was approved by the Highland Council at its meeting held on 5 September 2019, and that the Service Delivery Contract with HLH be changed to reflect that;
- ii. agree that HLH has met or exceeded the outcomes expected in the Service Delivery Contract with The Highland Council for the operating period to September 2019;
- iii. note and comment on the general updates since the last report to the Care, Learning and Housing Committee in May 2019;
- iv. reaffirm the Highland Council's commitment to the Youth Convener position;
- v. agree that the Youth Convener recruitment process be amended as outlined in the report to place a greater balance on the involvement of young people in it; and
- vi. agree that more formalised links be developed between Council service managers and the Youth Convener position.

### **3. Implications**

- 3.1 Resource – as this report relates to the work of High Life Highland (HLH) there are no resource implications for the Council arising from the recommendations in this report.
- 3.2 Legal – similarly to the above, there are no legal implications for the Council arising from the recommendations in this report.
- 3.3 Community (Equality, Poverty, Rural and Island) - there are no community implications for the Council arising from the recommendations in this report.
- 3.4 Climate Change / Carbon Clever - there are no climate change/carbon clever implications for the Council arising from the recommendations in this report.
- 3.5 Risk - there are no risk implications requiring an addition or amendment to the Council's risk register arising from the recommendations in this report.
- 3.6 Gaelic - there are no Gaelic implications for the Council arising from the recommendations in this report.

### **4. Background**

- 4.1 HLH was established by the Highland Council (THC) in October 2011 as a charity, developing, promoting and inspiring opportunities in culture, learning, sport, leisure, health and wellbeing and to grow the business in a sustainable and innovative way by enabling and facilitating services that the public value and by being valued as a trusted and effective partner. THC has contracted with HLH to deliver its Public Services Obligations (PSO) through a Service Delivery Contract (SDC) to deliver the following areas of work: Adult Learning; Archives; Arts; Leisure Facilities; Libraries; Museums; Music Tuition; Outdoor Activities (including Countryside Rangers); Sports Development and Youth Work.
- 4.2 HLH was set up to deliver services for THC while at the same time protecting them. Each year, its existence saves the Council c. £2M p.a. through non domestic rates relief. As well as these savings, annually:
  - there is a reduction in its operating budget (the same percentage reduction as the Scottish Government requires of THC)
  - HLH meets the cost of inflationary increases for staff salaries, pensions, living wage and pension increases.
- 4.2.1 This arrangement has presented a budget challenge of £4.29M over the past four years. Savings have been achieved through income and efficiencies while minimising service reductions. Notably, HLH has continued to take on additional services at the request of THC. With the exception of music tuition, this has mainly been due to volunteer group fatigue.
- 4.2.2 The 9.8% budget challenge set for 2019/20 is proving extremely difficult and an in-year overspend is highly likely, even with controls on recruitment and discretionary spend currently in place across HLH services. Moreover, a flatlining in business growth, due in the main to a slow down in capital investment, makes the next financial year particularly challenging.
- 4.2.3 HLH is currently in discussion with THC officials with respect to the 2020/21 settlement.

Although at an early stage, engagement has been positive with respect to developing a shared understanding of the financial challenges faced by HLH. However, whilst uncertainty over the 2020/21 budget arrangements persist, the HLH Board is understandably reluctant to take over any additional commitments.

## **5. Part One - Service Delivery Contract Monitoring**

- 5.1 The Service Delivery Contract with HLH was made up of objectives from THC's Care and Learning Service Plan. The formal monitoring of HLH formed part of the Quarterly Performance Reviews (QPR) of the Care and Learning Service to THC's Chief Executive. HLH reports twice yearly directly to the Care, Learning and Housing Committee providing performance information, general updates and a spotlight on one area of its work per report.
- 5.2 At its meeting held on 5 September 2019 the Highland Council approved its Corporate Plan for 2019-22 and it is proposed that the HLH progress report be now changed to focus on the contributions which HLH makes to the new Corporate Plan. The indicators which monitor progress against the new Plan along with summary explanations can be seen in **Appendix A**.
- 5.3 There are three formal performance indicators which THC has asked HLH to report by way of monitoring its overall performance:
- HLH customer engagements.
  - HLH reliance of Council funding.
  - Percentage of population with a High Life Highland card.

The indicators have been chosen as a balanced way of measuring effectiveness, efficiency and HLH's reach into the Highland population in recognition that it is important that HLH achieves a balance between meeting the social and financial objectives of THC.

- 5.4 Since HLH was established its number of customer engagements has increased from 2.3M to 8.1M and reliance on Council funding has reduced from 79% to 51%. During the first two quarters of 2019/20, customer engagements have increased to 4.3M from from 3.8M during the same period 2018/19.
- 5.5 The percentage of the Highland population with an HLH card is a new indicator with the base line being set in 2019/20. The number of HLH customers holding a leisure or library card (counting customers with both only once) and who have used it within the past year was calculated during quarter one 2019/20 and is 41% of the Highland population.

## **6. HLH Governance**

- 6.1 HLH Directors are appointed by the Council (eight independent Directors and four Councillor Directors). There have been no changes to Directors since the previous update in May 2019. The HLH Directors can be seen on the HLH web site: <https://www.highlifehighland.com/about/board-directors/>.
- 6.2 The HLH Trading Board Directors are appointed by the HLH Board (five independent directors and four HLH Board Directors). The trading company Directors can be seen on the HLH web site: <https://www.highlifehighland.com/about/trading-company-directors/>

6.3 To ensure that the HLH Board properly governs health and safety it established a formal Health and Safety and Environmental Compliance Committee by changing its Memorandum and Articles of Association in 2018 following agreement of the Council. Since then the Committee has reviewed its work and reporting framework and carried out an internal audit of procedures through the Council's Internal Audit Team. The audit provided substantial assurance that there is a sound system for the management of health and safety in place.

6.4 The Health and Safety and Environmental Compliance Committee has initiated the development of a five year health and safety plan holding workshops facilitated by its specialist external health and safety adviser with HLH Directors and staff. The Committee will consider the first draft of the plan at its November meeting with the final draft being scheduled for consideration by the HLH Board at its December 2019 meeting.

## 7. **Part Two - General Updates Since May 2019 Report**

7.1 **Libraries Survey Results** – there are over 2.2M customer visits in person to libraries per year. Over the summer of 2019 library staff undertook a survey which was completed by 1,298 customers at libraries across the Highlands. The survey identified that:

- The reasons that people use libraries are diverse with reasons for visits including attending events, using a computer, accessing community information, meeting people, visiting with children and borrowing books. As libraries increasingly become important community hubs 34% visited their library for reasons other than borrowing books.
- When asked how strongly they agreed with a number of statements:
  - 99% agreed or strongly agreed that their library was important to them;
  - 98% agreed or strongly agreed that their library improves their quality of life;
  - 99% agreed or strongly agreed that their library was a lifeline to older people in their community;
  - 98% agreed or strongly agreed that their library was a vital resource for families in their community; and
  - 43% of customers said that they used their library weekly.

7.2 **Armed Forces Covenant Silver Employer Recognition Scheme (ERS) Award** - following the resigning of the Armed Forces Covenant in November 2018 and the presentation to HLH at that time of its Bronze Award for the contribution it makes to the lives of those involved in the armed forces, HLH has recently been awarded the Silver ERS Award. The award was presented to the Chief Executive at a reception, in Edinburgh Castle on 14 November 2019 hosted by the Governor of the Castle. The purpose of the Covenant is to try as far as possible to ensure that members of the armed forces and their families are not disadvantaged through their involvement and deployment with the forces.

7.3 **Highland Council Quality Awards** - High Life Highland was shortlisted in two categories of the 2019 Highland Council Quality Awards as follows:

- Category 1 – Delivering On Localism and Making The Highlands An Even Better Place To Live: **LeisureLink** where HLH established a reciprocal partnership with four other areas of Scotland that will see High Life members able to access free use of leisure facilities outside the Highland region for the first time since the low cost

access card was introduced over 15 years ago.

- Category 2 - Supporting People to Learn and Thrive: Co-production of Highland Youth Work Strategy - This nomination included the following: Care and Learning, High Life Highland and the Highland Youth Parliament and the project was nominated because of the way that the Youth Work Strategy was developed between organisations and young people as equal partners.

7.4 **Highland Business Awards** - HLH received a highly commended nomination at the recent Highland Business Awards for Developing the Young Workforce relating to the work undertaken around its Leadership Programme for 12 to 25 year olds in preparing for the workplace. Work is now underway to develop the recently accredited SCQF4 and SCQF 5 level awards system and roll out a pilot.

## 7.5 **Health and Wellbeing Programmes**

7.5.1 To enable the achievement of High Life Highland's (HLH) Business Outcome to "Develop health and wellbeing across Highland communities", a wide range of interventions, opportunities, projects and programmes are being delivered including: falls prevention; type 2 diabetes programmes; Parkinson's exercise; and support for people with cancer.

7.5.2 HLH works in partnership with NHS Highland (NHS) and others assisting them to deliver their aims whilst advancing HLH's objectives. Recent developments include working with colleagues in NHS to deliver interventions for people in Raigmore hospital:

1. Prehabilitation for people affected by cancer
2. Cardiac Rehabilitation

7.5.3 Prehabilitation and Rehabilitation - HLH's Macmillan Move More team are working with an NHS clinical team in a pilot project to provide physical activity guidance and support to patients with colorectal cancer, prior to treatment commencing, in an intervention known as prehabilitation. Patients are supported by the HLH team to be active in the lead up to treatment, to help enhance their functional capacity before treatment and surgery, with the aim of improving post operative and post treatment outcomes. Since September 2019 the HLH team have been located within Raigmore Hospital on Monday mornings to meet with patients and to offer them support into a wide range of physical activities.

7.5.4 HLH is also about to commence a new intervention to provide structured and safe Cardiac Rehabilitation (CR) exercise classes within Raigmore Hospital. It is known that there is a need to support people who have had a cardiac event to transfer to long term self-management from clinical interventions and to facilitate this HLH will commence the delivery of exercise classes based in the hospital. The evidence based intervention is funded by NHS Highland, it will free up valuable clinical time and lead to better long term patient outcomes. Until now HLH has been delivering CR in leisure and community facilities, with much success and this new programme will build on this and enhance the offering for people who have had a cardiac event.

7.6 **Green Health Project** - HLH has secured £197K from LEADER to deliver a series of outdoor events and activities across each Local Community Partnership area in Highland. The project is being developed with support of a steering group comprised of NHS Health Improvement, SNH, HLH, The Highland Third Sector Interface and The Highland Council's Environment Manager. The events and activities will aim to achieve

the following:

- Increase participation in outdoor activity across Highland, with a key focus on targeting individuals who would otherwise be unable or unlikely to participate
- Increase partners', participants' and providers' awareness of the health benefits of outdoor activities in their communities
- Lay the ground work for more informed future delivery of outdoor activities and associated health benefits by identifying the barriers and opportunities to participation
- Demonstrate the impact on mental and physical health and wellbeing to inform future green health activity provision.

7.7 **Nature Explorers Project** - Scottish Library and Information Council funding of £8K has been secured to deliver STEM education and family learning through libraries and countryside rangers. Piloted in Ullapool, the Nature Explorers project supports independent learning, investigative skills and questioning alongside literacy and numeracy skills. Nature Explorer Backpacks have been designed for families, schools and groups to borrow and use to explore the natural world around them. The packs include magnifying glasses, bug jars, binoculars, pedometers, and safety guidance information. A dedicated nature and science corner has also been created in the library, supported by a nature themed book collection and other nature resources. Over the past six months children and young people, including HLH leadership volunteers, have been taking part in a range of dedicated talks, workshops, activities and events and to date 156 participants have engaged with the project. After the twelve month pilot period ends (December 2019) there are plans in place to roll out the Nature Explorers project to other libraries and community facilities. Other specialist themed nature backpacks will be created e.g. night time pack, pond life pack, owl pack, to widen the nature explorers experience for families and schools.

7.8 **Supporting School Pupil Attainment** - Inverloch Primary School, Fort William requested that HLH deliver a project to run two class bands this year which was enabled through the Pupil Equity Fund (PEF) by the HLH Music Tuition Team. The primary six class is in year two of the project and the head teacher has reported improvements to pupils' behaviour, concentration, confidence and overall attainment and the pupils have recently given very positive feedback about their experience. The project has been so successful that the current primary five class has being included this year.

7.9 **Syrian refugee resettlement programme** - the HLH Adult Learning team has been supporting the Syrian refugee resettlement programme with The Highland Council and other partners since 2015 and has paid a crucial part in the provision of ESOL and other opportunities in the various settled communities including six families to Alness in 2016; four families to Kinlochleven in 2017; seven families to Dingwall in 2018 and most recently six families to Inverness in October 2019 where HLH is working in partnership with the Workers Educational Association (WEA) to provide language; social and employability opportunities.

7.10 **Young Scot Scottish attainment project** – HLH participated in a Young Scot Scottish Attainment pilot which also took part in two other areas of Scotland, East Renfrewshire and North Ayrshire. The project was to explore how the Young Scot National Entitlement Card and digital platforms can help close the attainment gap in Scotland. High Life Highland deployed four youth work staff from Wick High School, Invergordon Academy, Alness Academy and Inverness High School to engage young people in activities to improve attainment, health and wellbeing and address inequalities. The pilot included free leisure centre access, up to £35 of sports kit, access to free food and it also increased the Young Scot rewards available in Highland. Over 173 young people

took part in the project and outcomes included; increased attendance, reduced food insecurity and increased confidence for young people to access leisure opportunities independently in their communities.

- 7.11 **Growing2gether** – HLH contributed to an early intervention programme where young people in secondary schools were offered the opportunity to mentor children in nursery schools. In doing so they gained volunteering experience and made valuable contributions to their communities. The project supported social and emotional developmental needs of young people by exploring self-belief, self-management and confidence. This project was delivered in a partnership between Ecologia Youth Trust (a Scottish based international charity supporting disadvantaged young people around the world), secondary schools, nurseries, HLH youth work staff and young people. On completion of the programme young people achieved various qualifications, predominantly the SCQF level 3 Personal Development.

## 8. **Part Three – Youth Democracy (Giving Young People a Voice)**

- 8.1 Part three of this report provides information on one aspect of the work of HLH. This time round the focus is on youth engagement/democracy on the request of Councillors following the 2019 Highland Youth Parliament (HYP) Conference. Members of the HYP will attend the CLH meeting on 5 December 2019 to provide an update on its work.

- 8.2 Youth engagement/democracy is well established in the Highland Council area and comprises:

- Highland Youth Parliament
- Apprentice Day
- Area Youth Forums
- Local Youth Forums

- 8.3 **Highland Youth Parliament** – HYP is a key way for young people to have their voices and opinions heard. Over 100 members are elected from across Highland, from every High School and from nine Area Youth Forums (which match the CPP areas). Elections take place every two years. HYP Members:

- meet and consult with other young people in schools, youth forums and pupil councils
- attend local meetings and events – community councils, district partnership and ward meetings
- attend HYP conferences, where they can engage with Highland's decision makers.

- 8.4 The HYP Executive Committee plays a major role in the planning and running of the full parliament meetings. The Executive consists of 18 young people from across Highland and meets regularly to ensure that issues arising from HYP conferences are followed up.

- 8.5 **Apprentice Day** - HYP holds an annual 'Apprentice Day' on which members of HYP shadow Senior Managers from Highland's public sector services, and Highland Council's Elected Members. Representatives from The Highland Council, NHS Highland, Police Scotland, Fire and Rescue Service Scotland, UHI, Highlands and Islands Enterprise, HM Prison Service and High Life Highland are involved. Approximately 20 adults and 20 young people take part each year and the aims of the day are:

- to allow service managers to gauge young people's views of their service

- for services to become more aware of the HYP
- to give young people a better understanding of the services provided for them and how services consult with young people.

8.6 **Area Youth Forums** - There are nine area youth forums, the boundaries of which match the nine Community Partnership areas. Area Youth Conferences take place in November/December each year.

8.7 **Local Youth Forums** - each of the 29 secondary school catchment areas have Local Youth Forums which are supported by the locally based Youth Development Officer. The Forums meet regularly to discuss local youth issues and co-ordinate action and projects.

8.8 **Highland Youth Convener** - Each year a Youth Convener is appointed to be a full-time voice for young people in Highland and receives a bursary to allow them to carry out the role. The Youth Convener provides a consistent link for Elected Members and senior Council and CPP officials to represent the interests of young people. The Youth Convener attends Highland Council and CPP meetings and has voting rights on the Care, Learning and Housing Committee with speaking rights at all other Council Committees. The Youth Convener works closely with young people across the Highlands through Highland Youth Parliament, Local Youth Forums, Pupil Councils and other youth groups.

8.9 Prior to the appointment of a Youth Convener in academic year 2019/20, THC's leadership asked that the appointment be put on hold to allow it time to consider with young people whether the role should be continued in future. Two meetings have taken place between members of the Youth Parliament Executive Committee and Councillors where it has been recommended that the role be continued for the following reasons:

- the importance of the Council and other CPP organisations being able to readily engage with young people
- the challenges which are faced by young people otherwise being represented because of school and other commitments
- the strong views of the Highland Youth Parliament Executive Committee of the importance of the role, including the importance of it having a vote at CLH meetings thereby ensuring that young people are properly represented in Council decision-making.

8.10 During discussions between Councillors and Highland Youth Parliament Executive Committee members it was recommended that consideration be given to two main areas:

- Involving more young people in the recruitment process so that there is an equal stake between Councillors and Young people in the recruitment process
- Formalising the links between Council services and the Youth Convener.

8.11 During discussion between HYP executive committee members and Councillors the following application process was agreed for consideration by the CLH Committee:

1. Applications be short listed by two members of the HYP Exec. and two members of HLH staff against the criteria set out in the job and person specification.
2. Short listed candidates be asked to present to the full HYP Exec. Committee with notes from it being submitted to the recruitment panel.
3. That the recruitment panel consist of:
  - Three HYP Exec. members; and
  - Two Councillors.



4. That the recruitment panel be supported by the Principal Adult and Youth Services Manager (or nominated representative) as non-voting professional adviser.

8.12 **Scottish Youth Parliament** - The Scottish Youth Parliament is a nationally run organisation and is the democratically elected voice of Scotland's young people. There are six Highland Members of the Scottish Youth Parliament (MSYPs) - two members for each of the three constituency areas. MSYPs are elected every two years, they attend three national sittings per year and feed back to HYP members. They link with Highland youth democracy structures by attending Local Youth Forums; HYP Executive Committee meetings and HYP conferences.

Designation: Chief Executive, High Life Highland

Date: 25 November 2019

Author: Steve Walsh, Chief Executive, High Life Highland

Background Papers: None

**Appendix A**

**HLH Contributions to THC Corporate Plan Apr-Sep 2019/20**

<b>A Council that Champions the Highlands</b>	
<b>Our ambition is to make the Highlands the best place to live, work and do business.</b>	
<p>Outcome 1.1: We will engage at all levels of the political process to represent and promote the Highlands to ensure that the full potential and ambition of our people and region are realised.</p>	<p>The High Life Highland Chief Executive represents HLH on the national organisation for Cultural and Leisure ALEOs - Community Leisure UK.</p> <p>HLH's Leadership Programme won the innovation category at the Community Leisure UK awards.</p> <p>HLH's Sports Development section has been recognised as sector leading by <b>sportscotland</b>, Scotland's national sporting agency and in 2019/20 and the following four years has been awarded £1M p.a. to deliver the active schools and sports hubs programme which includes having an Active Schools Coordinator in each associated school group in Highland.</p> <p>HLH was also represented on the following national organisations:</p> <ul style="list-style-type: none"> <li>- Youth Work managers Scotland</li> <li>- CLD Managers Scotland</li> <li>- Music Education Partnership Group</li> <li>- Scottish Libraries and Information Council</li> <li>-</li> </ul>
<p>Outcome 1.2: We will champion the role our staff play at every level of the organisation in delivering high quality locally responsive services and report annually.</p>	<p>HLH holds an annual volunteer and staff awards ceremony. The awards ceremony held in June 2019 was fully funded through sponsorship and a total of 18 awards were presented to individuals and teams.</p> <p>Six volunteers were recognised for their contributions for teaching English to speakers of other languages and sports coaching. Staff awards were in the following categories: collaboration; innovation; individual; role model and team and there were three public nomination awards.</p>
<b>A place to live</b>	
<b>Our ambition is to make the Highlands an even better place to live.</b>	
<p>Outcome 2.1: We will attract more people to make the Highlands their home and younger residents to stay here.</p>	<p>HLH provides modern apprenticeships through its leisure facilities which support young people who wish to remain in Highland and develop their careers at home.</p> <p>HLH delivers a programme of Literacy and Numeracy and English for Speakers of Other Languages (ESOL) Classes and 1:1 support. There were 6,625 attendances at these programmes during the first six months of 2018/19 and this increased to 7,770 in 2019/20. The number of learning hours delivered by staff and</p>

	volunteers increased from 16,371 during the first six months of 2018/19 to 17,826 in 2019/20.
Outcome 2.2: We will support our older citizens to live longer independent lives in their communities.	<p>HLH provides:</p> <ul style="list-style-type: none"> <li>• a falls prevention programme in care homes and leisure facilities to support older people to remain active</li> <li>• the “You Time” programme which is delivered across Highland and includes activities delivered by archives; leisure facilities; libraries; countryside rangers; and is supporting older people to sustain and improve their physical and mental health and wellbeing and reduces social isolation and loneliness.</li> </ul>
Outcome 2.3: We will protect and enhance our natural resources, culture and heritage providing opportunities to develop new cultural experiences for all.	<p>HLH provides a range of activities which protect and enhance the environment as well as encouraging people to enjoy environmental activities and participate in environmental education projects. In the first six months of 2019/20 the number of customer engagements with the countryside ranger service was 11,282 which is an increase from 8,056 from 2018/19 and the number of environmental education projects delivered by countryside rangers increased from 352 to 444. There is further information on HLH’s provision of cultural activities below.</p>
Outcome 2.4: * We will improve our processes for waste management meeting our obligations as a result of the landfill ban by 1st January 2021, delivering a more commercial waste service and improving our recycling performance. * Strategic Improvement Priority	<p>HLH has a staff environmental performance working group which has been established to develop HLH’s approach to environmental performance. It is working with the Council on its “Eco Officer” programme and will seek to reduce waste, improve recycling and reduce energy and utility costs/use.</p>
Outcome 2.7: We will promote and support the Gaelic language and culture through the third generation Gaelic Language Plan.	<p>HLH supports the promotion of Gaelic language and culture primarily through its Archives, Museums and Music Tuition staff.</p>
Outcome 2.8: We will work with High Life Highland, partners and	<p>The formal performance indicators for this area of work are as follows and are reported annually as part of the Council’s report on Statutory Performance Indicators</p>

communities to develop and promote opportunities in culture, learning, sport, health and wellbeing.

which are: Net cost per attendance to leisure Facilities; Net cost per visit to libraries; and Net cost per visit to museums. Customer engagements in health and wellbeing: culture, learning, sport, increased comparing the first six months of 2019/20 with the same period as the previous year and were as follows:

	<b>Apr-Sep 2018/19</b>	<b>Apr-Sep 2019/20</b>
Culture	2,073,923	2,552,773
Learning	46,400	43,803
Sport	1,656,062	1,693,796
	<b>3,776,385</b>	<b>4,290,372</b>

HLH operates 70 libraries on behalf of THC and fulfils its statutory obligation to provide adequate library services. In the first six months of 2019/20 there were 1,034,683 in person visits an increase of 62,229 compared with 972,409 in 2018/19.

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.

Museums income from donations and earned income increased from 471,766 in the first six months of 2018/19 to 495,825 in 2019/20. Inverness Castle Viewpoint customer visits increased from 24,186 in the first six months of 2018/19 to 29,494 in 2019/20. The Highland Folk Museum and Inverness Museum and Art Gallery visits in person decreased slightly in 2019/20, with visits in person in 2018/19 having been 99,901 and 98,710 in 2019/20.

HLH operates 22 stand-alone and joint school/ community leisure centres. Customer visits in 2019/20 were 1,128,892 an increase of 64,756 from in 2018/19.

HLH programmes exhibitions and activity programmes in three galleries. The attendance figures of the Inverness Gallery are reported as part of the Museum's visitor numbers. The Caithness gallery attendances in the first six months of 2019/20 were 2,351. Attendances reduced slightly from 2,487 compared with the first six months of 2018/19 because the visitor numbers have been affected by the relocation of the archives and library into new facilities reducing the critical mass of the facility.

## A place to thrive

**Our ambition is that no matter where they live or whatever their needs, all of our citizens are supported to be successful and our communities are helped to be safe, healthy, and nurturing places for all.**

Outcome 3.1:  
We will work together with partners and within our communities to reduce inequality and tackle poverty and discrimination with a specific focus on mental health and wellbeing.

All of the services delivered by HLH contribute towards mental health and wellbeing. The links between mental health and wellbeing and physical activity have been well established and it is widely recognised that activities which engage people and reduce social isolation and loneliness make a positive contribution to mental health and wellbeing of individuals and communities. Projects which HLH is delivering which contribute to health and wellbeing include: falls prevention; cardiac rehabilitation; cancer rehabilitation; older adults health and wellbeing; type II diabetes and physical activity; physiotherapy in leisure centres; dementia friendly initiatives including "House of Memories"; green health events and activities; and a project with DWP encouraging and supporting people in long term unemployment to access leisure facilities.

Outcome 3.2: \*  
We will improve educational attainment across all groups and reduce the attainment gap for young people from deprived areas.

HLH provides a targeted youth work service across all 29 Associated School Group areas in Highland. Attendances at "Fusion" diversionary activity programmes were 14,762 during the first six months of 2018/19 and increased to 15,023 in the first six months of 2019/20. The number of attendances at youth work activities in the first six months of 2018/19 was 39,775 and decreased to 36,033 in 2019/20. Within the context of the Council and national direction being a greater emphasis on targeting young people in need (prevention agenda), the expectation was that headline youth work engagements would reduce as the service focuses on a smaller number of harder to reach young people so maintaining attendances has been a positive achievement.

HLH runs a Young Persons' Leadership Programme delivered by staff across all our services which has 441 young people actively involved in it. Youth work staff provide opportunities for young people to gain achievement awards (Saltire Awards, DofE etc.) which are of significant benefit for young people in gaining employment or higher and further education places – achievement awards are recorded annually and last year totalled 1032. HLH leisure facilities continue to deliver modern apprenticeships. HLH youth work staff continue to deliver the Youth Parliament apprentice day. In 2017/18 Libraries introduced their contribution to the Leadership Programme for young people called High Voltage which in 2019/20 has 124 young people involved in it across 25 libraries with over 300 people participating in the events which they have run. A video showing the programme can be seen here:

	<p><a href="https://youtu.be/45yoDII7Gvo">https://youtu.be/45yoDII7Gvo</a></p> <p>The active schools and youth work programmes provide a wide range of activities. There is a particular emphasis placed by Active Schools Co-ordinators on encouraging girls to remain active and there is therefore a focus on less traditional activities such as dance and exercise to music and gymnastics.</p>
<p>Outcome 3.4: * We will transform the approach to supporting children with additional needs adopting a whole system approach to wellbeing and inclusion.</p>	<p>HLH has Development Officers for disability sport, coaching/volunteer development and community sports hubs. These posts work in partnership with the national governing bodies to develop sports clubs, support community based sports clubs and deliver locally based coach and volunteer training.</p>
<p>Outcome 3.5: * We will improve outcomes for Looked After Children and young people and achieve better value from resources to support them.</p>	<p>HLH participates in the work of the CHAMPS board. HLH delivered, with partners including Young Scott (national partner) and THC, a project which aimed to support care experienced young people over the school summer holiday. A range of HLH staff including youth work and leisure facilities staff delivered activities for young people. The project which was funded by Young Scott, included an amount of money loaded on to High Life Cards for young people to purchase sports clothing and food.</p>
<p>Outcome 3.11: We will lead the development and implementation of the Community Learning and Development Plan with our Community Learning Partners.</p>	<p>HLH plays a part in supporting the development and implementation of the CLD plan, including supporting inspections through its CLD Support Officer post which it employs on behalf of THC. A range of HLH services contribute to CLD including adult learning through the provision of literacy, numeracy and ESOL classes and programmes, archives and museums through projects such as the House of Memories dementia project, leisure facilities through supporting and training young people into employment through modern apprenticeships, libraries through its volunteering programmes and the range of activities that they provide, music tuition through its musician in residence programme, outdoor activities providing activities which support personal development, sports development through programmes such as the leadership programme and the informal learning and personal development provided by youth work staff which include supporting young people to achieve positive destinations.</p>
<p><b>A place to prosper</b></p>	
<p><b>Our ambition is to maximise the economic potential of the Highlands.</b></p>	
<p>Outcome 4.1:</p>	<p>Libraries provide free public access computers in sixty</p>

<p>We will work with the public, private and 3rd sector stakeholders to strengthen our infrastructure and digital connectivity</p>	<p>locations across the highlands which is a significant contribution to social inclusion as forty percent of libraries customers have said that without their local library they do not have access to a computer. During the first six months of 2019/20 the number of public access computer sessions provided by libraries was 45,544. In addition, there were 13,228 public WiFi sessions provided by libraries during the first six months of 2019/20.</p>
<p>Outcome 4.2: We will support economic growth and create and protect jobs across the Highlands.</p>	<p>HLH delivers a programme of Literacy and Numeracy and English for Speakers of Other Languages (ESOL) Classes and 1:1 support. There were 6,625 attendances at these programmes in the first six months of 2018/19 and this increased to 7,770 in 2019/20. The number of learning hours delivered by staff and volunteers increased from 16,371 in the first six months of 2018/19 to 17,826 in 2019/20.</p>
<p>Outcome 4.5: We will work with partners to ensure fewer people experience transport as a barrier to accessing opportunities, including working with communities on community transport schemes.</p>	<p>The provision of local facilities minimises the requirement to travel and HLH provides facilities in communities throughout the Highlands on behalf of the Council. HLH provides eight mobile libraries which operate throughout the Highland area. During the first six months of 2019/20 there were 29,899 visits to mobile libraries which is a decrease of 1853 compared with the same period in 2018/19 due to some vehicles having had to be taken off the road for repairs (THC has agreed to replace vehicles through the capital programme which should address this over time).</p> <p>On behalf of THC, HLH provides five community minibuses which can be hired by local groups.</p>
<p><b>A welcoming place</b></p>	
<p><b>Our ambition is to develop sustainable and connected communities. We have an increasingly diverse population and we welcome people of all faiths, nationalities and backgrounds who wish to live, study, work or visit here.</b></p>	
<p>Outcome 5.1: We will promote the Highlands as a diverse, safe, and friendly place to live, study, work and visit.</p>	<p>Archives, museums, ESOL provision through Adult Learning.</p> <p>HLH has developed a volunteering policy which includes recruitment, induction, training and review for volunteers and has 978 volunteers in sport, 51 volunteers in libraries and 63 in adult learning. (Annual volunteer figure approx. 1500).</p> <p>HLH contributes to this objective by supporting area youth forums and the Highland Youth Parliament which covers a variety of topics, including specific sessions in schools on behalf of the Care and Learning service and by its targeted youth work.</p>
<p>Outcome 5.3:</p>	<p>HLH operates the two regional Museums, the Highland</p>

<p>We will work with communities and partners to raise awareness around sustaining and improving our natural, built and cultural environment.</p>	<p>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>Museums and Galleries visits have been reported above.</p> <p>Countryside ranger projects/attendances have been reported above.</p>
<p><b>Your Highland Council</b></p>	
<p><b>Our ambition is to improve and strengthen the relationships between the Council and the communities it serves. Communities are happier, healthier and more resilient when they are listened to and can play an active part in the development and delivery of the services that matter to them.</b></p>	
<p>Outcome 6.1: * We will deliver meaningful engagement with Highland communities listening and responding to what we hear and encourage more community activity and community run services.</p>	<p>HLH led the development of the Youth Work strategy which was considered by the CLH Committee at its August 2019 meeting. The strategy was co-produced with young people and has been recognised nationally as a model of good practice which is being considered for the national Youth Work Strategy.</p> <p>HLH actively promotes volunteering and has approximately 2000 active at any one time with 1500 of those in sport.</p>