

Agenda Item	10.
Report No	EDU-25-20

HIGHLAND COUNCIL

Committee: Education Committee

Date: 18 November 2020

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 – normally presents information on the performance of High Life Highland (HLH) during the operating period to September 2020 providing information on HLH's contributions to The Highland Council (THC) Corporate Plan 2019-22. With services having been closed on 23 March 2020 this report provides information on the support which HLH staff provided to THC's resilience planning during lockdown.

Part two - provides general updates since the last report to THC (which was the Recovery Board meeting on 24 August 2020), and this report provides an update on HLH's COVID 19 recovery plan/bounce**back** campaign.

Part three - provides information on one aspect of the work of HLH. This time round the focus is on the partnership working between **sportscotland** and HLH.

2. RECOMMENDATIONS

2.1 Members are asked to note:

- i. the excellent partnership working and the contributions that HLH staff have made to THC's resilience work during lockdown;
- ii. the services that were delivered during lockdown through the innovative use of technology, including over 2 million online customer engagements;
- iii. the update on the recovery work which is underway to re-establish services which HLH delivers on behalf of THC;
- iv. note and comment upon the updates on facility opening; staff feedback and health and wellbeing; customer feedback and next steps (at Appendix B);
- v. that in the light of the above and the restrictions which have been imposed by the coronavirus pandemic that HLH has met or exceeded the outcomes expected in the Service Delivery Contract with The Highland Council for the operating period to September 2020;

- vi. that HLH's 2019/20 financial statements were unqualified and prepared on a going concern basis;
- vii. that HLH's financial position has improved throughout the year due to the actions taken by the HLH Board but that there could still be a deficit which is not possible for it to contain within its reserves;
- viii. that HLH will be very likely to face significant financial pressure into the next financial year as it recovers income streams; and
- ix. that HLH will explore opportunities for capital development with **sportscotland** to support the recovery of the Highlands from the coronavirus pandemic.

3. IMPLICATIONS

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

4. BACKGROUND

- 4.1 HLH was established by 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 THC 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 returned savings to THC made by HLH of £3.65M 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.

5. HLH GOVERNANCE

- 5.1 HLH Directors are appointed by THC (eight independent Directors and four Councillor Directors). There were three resignations since the previous update in December 2019, one Councillor Director and two independent Directors. Councillor Duncan Macpherson resigned from the HLH Board in June 2020 and at its meeting held in August, THC appointed Councillor Ben Thompson as his replacement. The independent Directors are recruited by open advert and the biennial recruitment exercise will commence in the next few weeks, with the Nominations Committee (one THC and one Independent Director plus the Director of Care and Learning (Now Executive Chief Officer, Education) and the HLH Chief Executive) undertaking shortlisting and interviews and recommending appointments to THC meeting in February/March 2021. New Directors formally take up post following the AGM in March 2021. The HLH Directors can be seen on the HLH web site: <https://www.highlifehighland.com/about/board-directors/>.
- 5.2 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/>
- 5.3 HLH Board and HLH Trading CIC meetings have continued virtually throughout the pandemic to ensure that the organisation continues to be properly governed. Board agendas have included performance management and monitoring, decision-making on the Coronavirus Job Retention Scheme (which has significantly improved the difficult financial position that the pandemic has caused) and financial planning. Governance decisions have included agreement to hold meetings at short notice as required and to date this has been used to for decision-making on the government funding schemes, the Coronavirus Job Retention Scheme, and the Job Support Scheme. At its meeting in March the HLH Trading CIC agreed a catering strategy to bring catering provision in-house which will allow catering to contribute to HLH continuing to improve its financial position.
- 5.4 The financial challenges facing HLH are significant with there being a high degree of uncertainty associated with the pandemic and restrictions required to manage it. Income loss for FY 19/20 are estimated at £9.2m. However, through extensive mitigation, the in-year financial position continues to stabilise. Since the paper submitted to the Recovery Board on 24 August 2020 the reasonable worst-case year-end deficit has not reduced significantly from **£1.55m** as earlier anticipated. The main reason for this is the removal of the anticipated income from the JRS Bonus due in January 2021 after the Chancellor's update on 5 November, where the bonus was removed and the JRS extended to March 2021. The High Life Highland board is considering re-implementation of the Job Retention Scheme and will discuss the concomitant impact on service delivery with THC representatives, our current reasonable worst-case year end deficit is therefore currently **£1.3m**. This projection does not yet account for any income from the extended JRS. To illustrate the financial challenges this financial year and the actions which HLH has taken to mitigate these the following list of HLH Board events and key decisions is provided at **Appendix A**.
- 5.5 A significant factor in the financial performance of HLH this year has the generosity and support of the Highland community where people have maintained their subscriptions

while services have been closed to support the organisation and staff. The number of subscriptions before lockdown were 21,170 and in September were 7,442. *highlife* income from these subscriptions while centres were closed was over £1m. The number of subscriptions is now progressing ahead of recovery projections at (October) 10,163.

- 5.6 While this is promising and shows an improving position there is enduring uncertainty. Leisure facilities generate most of HLH's earned income but the COVID management arrangements required to operate them mean that their customer capacity is reduced. Opening hours have been reduced to mitigate this but there is a fine balance between managing costs and generating income. Let income is also significantly decreased due to challenges in accessing some council facilities due to limitations of ventilation systems or difficulties in ensuring COVID-secure access.
- 5.7 The new government Job Support Scheme is being explored as a possible further financial mitigation and application to the scheme was approved by the HLH Board prior to removal of the scheme on 2 November.
- 5.8 With HLH being a wholly owned Arm's Length External Organisation (ALEO) of THC, THC has provided HLH with a letter of comfort providing assurance that it will work with HLH to access any available funds and support HLH in ensuring its ongoing financial sustainability. This has also contributed to HLH being able to prepare unqualified financial statements on the basis that the charity is a going concern.
- 5.9 The letter of comfort has been important for HLH's continued operation and the uncertainty caused by the current resurgence of the virus means that there will be a deficit requiring Council support for financial year 2020/21. It is looking increasingly likely that restrictions will continue next year and therefore there could be continued (and more serious) budget implications for HLH in 2020/21.

6. PART ONE - SERVICE DELIVERY CONTRACT MONITORING

- 6.1 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 now Education Committee providing performance information, general updates and a spotlight on one area of its work per report.
- 6.2 At its meeting held on 5 December 2019 the Care, Learning and Housing Committee agreed that HLH reporting be changed to reflect 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.
- 6.3 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.

- 6.4 Since HLH was established its number of customer engagements has increased from 2.3m to 8.9m in financial year 2019/20 and reliance on THC funding has reduced from 79% to 50%. The percentage of the Highland population with an HLH card is a new indicator and 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 40% of THC area population.
- 6.5 The collaborative work in support of THC during the lockdown was an exemplar of a council and its charitable ALEO working to support the citizens and communities that we jointly serve. When the government initiated the lockdown in March 2020, all bar a few services (as detailed below) had to close completely. HLH then actively pursued a course of supporting THC in its resilience work. In summary:
- 538 HLH staff signed up to the HLH Volunteering register in response to THC's call for volunteers to support its resilience work. 213 were called upon by THC to volunteer:
 - 170 of these supporting the food resilience work in the ten community hubs set up by THC across the Highlands;
 - 41 were called on to support the key worker childcare hubs; and
 - two were trained up as hospital delivery van drivers by NHS Highland.
 - During the summer school term, some HLH staff provided on-line activities to support schools as they delivered lessons on-line. Dance was particularly well received with numbers attending on-line normally exceeding 500.
 - As part of the support to THC, very early on in lockdown HLH and sportscotland agreed that the 32 Active Schools Co-ordinators could be utilised to support Community Hubs and many of them played key roles, supporting THC's Ward managers to provide resilience support to communities.
 - Prior to the school summer holidays, HLH supported THC by opening a childcare facility in the Averon Centre in Alness to provide childcare for Key Workers.
- 6.6 While they were closed as leisure centres, Inverness Leisure and Aviemore Community Centre were operated as two of THC's ten community hubs as bases for THC's resilience work and many HLH staff volunteered in them. Overall, it is estimated that the volunteer hours were at least 2,940 per month.
- 6.7 During lockdown, Adult Learning and Youth Work continued to provide a new (on-line/remote) service focusing on some of HLH's most vulnerable customers. The Music Tuition team continued to offer instruction shifting very quickly on-line lessons, making Highland the only region in Scotland to continue music tuition through lockdown. Members of the sports team provided on-line activities for school pupils through Google Classroom with dance sessions attracting 500 participants at a time (one of them 750). Libraries and Archives staff delivered on-line activities such as book-bug sessions, bed-time stories and family history sessions which were well received, and some of the Leisure Facilities team provided on-line fitness classes.
- 6.8 As lockdown restrictions eased, Active School Coordinators delivered activities in open green spaces in communities across the Highlands during the school summer holiday. The activities attracted over 500 participants. There was positive feedback from parents with some reporting that it was a good re-introduction to children re-gaining confidence in meeting others prior to school re-starting.
- 6.9 Innovation and proactive use of technology allowed provision of on-line service delivery throughout lockdown. These customer engagements have meant that some Council

services delivered through HLH have continued to be available to the people of the Highlands, albeit in a different format. The table below compares the HLH Customer engagements for the first six months of this year with the previous year and customers numbers have been sustained surprisingly well.

	Apr-Sep 2019/20	Apr-Sep 2020/21	Difference
Total	4,392,950	2,447,989	-1,944,961

The success has been achieved through an increase in the use of pre-existing on-line services such as library on-line lending and on-line archives activities with some services having introduced on-line activities for the first time. The services which have recorded on-line customer engagements are listed in the table below. The performance of the Archives on-line services has been particularly good with engagements through the Am Baile Gaelic Language and Heritage Web Site and the on-line video sessions run by the Archives Community Engagement Officer.

On-Line customer engagements Apr-Sep 2020/21

Adult Learning	1,009
Archives	1,038,751
Leisure Facilities	186,608
Libraries	1,154,763
Museums	54,401
Music Tuition	7,214
Youth Work	5,243

7. PART TWO – GENERAL UPDATES – HLH RECOVERY

- 7.1 Reopening has been in compliance with government legislation and guidance which has been agreed between the Scottish Government and industry/governing bodies. **Appendix B** contains further detail on a service by service basis of HLH's recovery to date. Access to HLH facilities within the School estate has been a fundamental component of the return of services. THC's Education team has been hugely supportive in facilitating access, without this support, delivery of services to communities would simply not have been possible.
- 7.2 At the time of writing to this report (October 2020) there were 57 facilities which had re-opened, every service recovering incrementally as is required in the guidance mentioned above. The focus has been firmly on staff and customer safety, closely followed by strict monitoring of financial performance.
- 7.3 Customer feedback has been particularly encouraging and some of this has been reported in the appendix for: Leisure; Sport and Outdoor; Museums, Archives and Libraries. Staff feedback has also been very encouraging.
- 7.4 Engagement between HLH and schools has been positive. Most shared school and community facilities have re-opened and HLH has access to most facilities with youth work, active schools and library teams working collaboratively to deliver services. high*life* subscriptions (October) are currently ahead of projections at 9,828 (47% of pre-COVID total).

- 7.5 Recovery of youth work services has been a key focus for HLH which maintained a service right throughout lockdown. HLH delivered the service remotely at the start of lockdown and from 13 July, a gradual, phased renewal of face-to-face youth work outdoors was allowed.
- 7.6 The national youth work organisation, YouthLink Scotland, published a report in October 2020 which can be seen by following this link: "[Learning through Lockdown – the impact of youth work summer 2020](#)". The report includes information on how the youth work sector has continued to engage and support children and young people throughout the coronavirus pandemic, including providing crisis support for the most vulnerable families and mitigating the impact of COVID on children and young people's mental health, learning and development.
- 7.7 The report captures the breadth and depth of opportunities provided by the youth work sector during this most extraordinary of schools' summer holidays. The examples contained within the report illustrate how youth workers met the needs of children and young people, with a particular focus on the impact on closing the poverty-related attainment gap. The work of HLH youth work staff features especially, (but not exclusively) on pages 4, 16 and 19:
- the MFR funded packs bringing joy and fun learning activities to children and young people particularly affected by COVID;
 - the work in Dingwall with up to fifteen 16 and 17 year olds via the Activity Agreements programme (those not at school, in work or training) culminating in for example some starting college just recently when they thought they might never;
 - the support to the Fort William community following completions of suicide by a young person just before Christmas and another youngster in the summer;
 - the widely recognised work being done in Wick youth supporting vulnerable young people throughout lockdown, the holidays and continuing for the foreseeable future.
- 7.8 The growing national recognition of youth work in Highland has led to HLH securing 57K in funding from YouthLink Scotland's Youth Work Education Recovery Fund. The project will deliver a programme of outdoor and expressive arts activities from January to August 2021 to help young people to improve their mental health and wellbeing and will involve working with a range of partners including: Dingwall Academy; Golspie High School; Lochaber High School; An Cala Education and Training Unit; and Tykes Young Carers. The project will identify and work directly with young people who have behavioural or emotional needs and are experiencing serious challenges in their lives that have been exacerbated by the pandemic. These include, anxiety and depression; attempted suicide; bereavement; social isolation; additional support needs and low confidence/self-esteem.
- 7.9 As part of its recovery and partnership with Who Cares Scotland and THC, HLH provided care experienced young people with a day of outdoor activities on 1 November 2020. The day was run in the Bught Area of Inverness and included, canoeing, mountain biking and orienteering and was attended by eighteen young people aged 10 to 23. A socially distanced picnic lunch was held under the athletics stand at Inverness Leisure which provided much needed shelter. The event has been filmed by Eden Court Theatre who utilised the digital skills of the young people to capture footage during the activities. HLH is exploring whether there are opportunities for external funding to carry out further similar work.

8. PART THREE – PARTNERSHIP WORKING WITH SPORTSCOTLAND

- 8.1 One of the performance indicators that the HLH has used for a few years is its relationship with **sportscotland** because of the importance of the £1M revenue investment that it makes in THC area each year. HLH receives approximately two thirds of the funding (£953,872) required for Active Schools Coordinators from **sportscotland**
- 8.2 The HLH sport development team continues to work well with **sportscotland** towards the outcomes of the four-year partnership agreement which started in 2019 and runs to 2023. As part of that HLH has committed to support the Highland & Islands Regional Leadership Group (which is a grouping of Local Authorities and Arm's Length External Organisations (ALEO's) in the Highland and Islands together with **sportscotland** and from this two key areas of work have emerged:
- In January 2020 £12K of funding (£2K from HLH and £10K from **sportscotland** was identified to support talented athletes to travel for training and competition out with the Highland area. Invitations to apply were advertised for eight grants of £1500 in March 2020. Highland had 29 applications but due to lockdown restrictions the funding has been suspended. It will continue when competition resumes.
 - HLH and **sportscotland** were keen to find a better way to support Institute of Sport athletes and those on performance pathways and an improved strength and conditioning suite has been funded by **sportscotland** at Inverness Leisure at a total cost of £75,000 with **sportscotland** funding £37.5K. The remainder has been funded from the Inverness Leisure reserves which were designated by the former Inverness Leisure Board. There will be public access to the facilities and the new equipment can be used as part of the re-opening/recovery work (this forms part of the phased development of Inverness Leisure).
- 8.3 **sportscotland** supports the development of people through investment into the HLH Leadership programme and by supporting the recognition of coaches and volunteers. The Leadership programme is only one of two supported programmes in Scotland. The programme delivered by HLH is unique in that it has developed an in-house qualification rated at levels four and five SCQF called 'Choose to Lead'. This is accredited in partnership with UHI and has cut expenditure on leadership training by 50%. The team are developing a 'Knowledge Bank' to support future course delivery and opportunities for online delivery. HLH has now issued 16 gold hoodies that indicate that individuals have supported the work of HLH through the delivery of a minimum of 500 hours of volunteering each (total number of hoodies issued last year were 450). HLH supports an annual recognition event for coaches and volunteers aligned to **sportscotland's** national awards, with a number of Highland recipients receiving both National and UK wide recognition.
- 8.4 **sportscotland** also invests £100,432 into the delivery of community sport hubs which funds the employment of two community sport hub officers with the programme aimed at bringing together clubs and organisations to develop sport at local level. HLH now supports twelve community sport hubs across the Highland area with the Aviemore hub receiving recognition as the community sport hub of the year in 2016 and recently the Inverness Royal Academy community sport hub received national recognition from **sportscotland** for playing its part in creating new and improved opportunities for people to participate and get active.

- 8.5 HLH is supported by a designated staffing team from **sportscotland** that provides guidance and support to HLH in the areas of school and community sport, facilities development, people development, Scottish Governing Body of sport partnerships and performance sport. **Sportscotland** has referred to HLH as an exemplar for its work across the Active Schools programme and Community Sports Hub work.
- 8.6 Recently, **sportscotland** has indicated a willingness to invest capital funding in the Highland Council area, recognising that across Scotland recovery from the coronavirus pandemic and the financial environment are both challenging. **sportscotland** would be keen to see developments across THC area which support HLH's model of participation at affordable price and which can also support club and elite athlete development. HLH will continue to explore opportunities for capital development with **sportscotland**, engaging Council Officers as appropriate as discussions develop. Any decisions on Council capital investment would be a matter for the full Council.

Designation: Chief Executive, High Life Highland

Date: 9 November 2020

Authors: Steve Walsh; Douglas Wilby

Appendices: Appendix 1 – Key Events and Board Decisions
Appendix 2 - HLH Service Recovery September 2020

Background Papers: None

Key Events and Board Decisions

19 March 2010 - HLH Board meeting

- Initial estimates of deficit £11.4m
- Initial actions – staff safety and welfare; support Council in civil contingency; mitigate financial losses

2 April - Special Meeting of HLH Board

- Board Approval to make an application to HMRC on the UK Govt JRS scheme

16 April Covid-19 Situation report to HLH Board

- Projected budget gap £4,753m (based on September re-opening)
- Update on Recovery Action Plan
- Update on financial mitigation plan

14 May - Special Update to HLH Board

- Update on JRS
- Update on Financial Scenario
- Update on Recovery Action Plan

25 May - Finance and Audit Committee

- JRS update
- Financial update £4.384m deficit

18 June – HLH Board Meeting

- Financial update £3.3m deficit (sensitivity range £1.3m to 4.1m (deficits))
- Further financial mitigation measures approved
- Approved removal of JRS scheme top-up of 20% for all furloughed staff
- Recovery Action Plan approved

10 August - Finance and Audit Committee

- Financial update £1.5m deficit (sensitivity range £0.8m to 1.8m (deficits))

26 October Special Meeting of HLH Board

- Board Approval to make application to HMRC on the UK Govt Job Support Scheme

16 November - Finance and Audit Committee

- Financial Update £726k reasonable worst-case deficit

5 November 2020 – note to Board

- Re-appraisal of reasonable worst-case financial deficit to £1.3m due to removal of JRS bonus.

HLH Service Recovery September 2020

This appendix provides information on progress on the HLH *#Bounceback* recovery. The templates present information on each of the service delivery areas, with updates on: facility opening; staff feedback and health and wellbeing; customer feedback and next steps. The templates can be found by service on the following pages:

Service	Pages
Leisure	2-4
Sport and Outdoor	5-6
Catering	7-8
Adult	9
Castle	10-11
Youth	12
Libraries	13
Museums	14-15
Archives	16
Music	17
Arts	18



HLH #BounceBack Report



Facilities Currently Open:	
<p>Leisure Centres 26 sites reopened including: 7 x Dry side Leisure 1 x Individual Indoor Pool 13 x Leisure Centres with pools</p>	<p>Outdoor Leisure Facilities and Pitches 45 x sports pitches open (standalone sites) Highland Football Academy Outdoor pitches</p>
<p>Moray Leisure Centre reopened in line with HLH facilities.</p>	
Staff Feedback:	
<ul style="list-style-type: none"> Initial staff feedback is positive with staff enjoying being back to work and being able and willing to support across different sites in order to support the charity. Staff are happy with the measures and training that are put in place creating a safe environment to work in. All sessions being web bookable has made a very positive impact on workload at reception with the ability to plan, knowing exactly what number of customers to expect. Comments from staff being very grateful having been paid their full wage through the first period of lockdown Further comments that they felt communication had been good throughout both from line manager and the wider organisation Comments that they felt enriched by being able to help with humanitarian aid centres Looking forward to the challenge of bringing customers back in a safe and positive way Enjoying being back at work in a safe environment Enjoying interaction with and seeing customers coming back and enjoying themselves 	
Staff Health & Wellbeing – notes, comments, issues or information:	
<p>Within the leisure facilities team we have been collaborating with internal colleagues to support staff health and wellbeing in the following ways:</p> <ul style="list-style-type: none"> Signposting teams to updates and resources on staff website which to support health and wellbeing: https://staff.highlifehighland.com/ Encouraging teams to get involved in group challenges and activities aimed at staff including HLH Huddles Supporting and enabling staff to attend colleague HLH focus groups to share their views Ensuring relevant policies and processes, for example sickness reporting or homeworking, are implemented Keeping in mind anyone who may be shielding or vulnerable and implementing appropriate support Ensuring Line Managers are supported and provided with relevant and up-to-date resources to maintain regular contact with teams Ensuring staff are supported and in regular contact with Senior Management Team member or Line Manager Paying close attention to those who have taken on additional responsibilities to bridge gaps for business continuity – making sure they feel appreciated Adjusting workforce resourcing plans accordingly (based on virus spread, heightened infection risk and furlough status) Staff are happy that the PPE and cleaning procedures provided help to make them feel at ease when working in the building. Staff appreciated return to work process and opportunity to express any issues/concerns. 	

- Staff have felt supported by their managers and colleagues
- Staff feel health, well and looked after by HLH

Customer Feedback:

- Customer journey is easy to follow and well laid out.
- Building is a safe and welcoming environment.
- Staff are seen cleaning the building bringing reassurances that building is safe.
- Many customers delighted to be able to return for a swim.
- Clubs happy to return and appreciative of support from facilities/staff.
- Social media comments from happy customers:
- **Fingal Centre:** “Great to be back at Aquacise tonight! Thank you 😊”
- **Badenoch Centre:** “ First time back in the fitness suite after 5 months today and what a great experience, booking online works well, sparking clean on arrival, very clear briefing from the team, equipment being cleaned throughout and again at the end of the session – felt very safe . thanks to Phil and the Badenoch Centre Team:
- **Badenoch Centre:** Great to be back for spinning this evening, everything very slick.
- **Craig Maclean Leisure Centre:** Thanks very much for these videos – what a great idea. (refers to walk round intro videos)
- **Aviemore Community Centre:** Great to be back at spinning tonight.
- **Aviemore Community Centre:** Great session Ally, thank you.
- **Aviemore Community Centre:** Really enjoyed my first class, thanks Josh:
- **Leven Centre:** was lovely being back and seeing you all. Thanks, Leven Centre, for keeping us safe.
- **Leven Centre:** Great to be back everything in place to keep us all safe. Lovely to see everyone.
- **Leven Centre:** Brilliant being back. Thanks to all staff for their hard work in making sure all safety rules have been put in place. Felt very safe.
- **Nairn Leisure Centre:** Had a great first week back in the gym, well done guys for the procedures and protocols in place.
- **Nairn Leisure Centre:** Great to be back, well done to all the staff for making it happened.
- **Nairn Leisure Centre:** was delighted to be back today and impressed with set up.
- **Nairn Leisure Centre:** Great spinning class this morning, thanks very much.
- **Lochaber Leisure Centre:** would just like to say a few thank yous if I may to some of your employees at Lochaber leisure, Sarah on reception who is always so helpful and such a beautiful lady, always calming and welcoming. Carrie on reception who is also so welcoming, another beautiful soul and Anne for her amazing classes - I did yoga flow and tone time with Anne this morning and it felt so good to be back...
Since returning everyone at the centre has been very welcoming and professional in everything, they do... it's difficult times so a huge well done to all involved in making the centre safe for everyone. I am glad that I could continue my membership fees throughout lockdown and returning this week has not disappointed ... with warm regards,
- **Inverness Leisure** 'I've been coming in for the last 2 weeks and I've never seen the facility as clean as it currently is. The system is working really well, and I'm feel happy and safe being back'.
- **Inverness Royal Academy** 'It's great to get back to some sort of normality and everything you've got in place works really well and will support people to feel safe'
- **Averon Centre** Measures in place to limit risks of Covid-19, feels safe and staff doing their best to ensure this. Impressive
- **Invergordon Leisure** Just been for my first post lockdown swim at Invergordon. Really well set up and as safe as it can be. Staff were great and their usual cheery selves. Everything thoroughly explained and clear. So lovely to be back in the water. Thank you! #
- **TRACC** First Pilates class back after Lockdown and was so impressed with the facility! Staff were all very knowledgeable and adhered to strict Covid guidelines (in a good way!) Felt very safe and can't wait to go back next week.

- **Thurso Leisure** First class of circuits today since lockdown. Really enjoyed it & glad the weather was dry. Recommend.
- **Thurso Leisure** Thank you Ross had a brilliant time. It was great getting him back in the water
- **ECCF** Been swimming twice a week since it opened all Covid precautions taken very safe, easy to book online or just phone.

Focus over the coming months/Anticipated Service delivery:

- Online delivery of health condition specific classes: cardiac rehab and Parkinson's exercise
- Blend of face-to-face and online delivery of You Time programme targeting older adults including falls prevention exercise
- Commence intensive learn to swim lesson in October holidays
- Restart Learn to swim Programme on 26th October
- Working with ASC to develop children's after school classes and October holiday programme.
- Return to outdoor sport/all-weather bookings
- Focus on unfreezing as many members as possible
- Focus on recruiting new members
- Focus on re-engaging cancelled members
- Ongoing discussions with Head Teachers to identify areas of the estate they are happy for us to use.
- Working towards an opening date of 1st November for the remainder of facilities
- Develop an online resource of live and pre-recorded fitness classes across a range of sites. Classes will be free to all inclusive subscribers as a member benefit with a pay per view option for non-members
- Develop join on-line capability



HLH #BounceBack Report



Facilities Currently Open:

Torrin Bunkhouse - The bunkhouse has been fully booked (at new capacity) for August and September. Currently rated 4.75/5 on Airbnb.

Sports Development Team - All Active Schools Coordinators and CSH Officers have been back working full time in their posts since June. The initial focus at the start of lockdown was to support the Highland Council with its welfare resilience activities, the provision of childcare and Keeping in Touch Hubs. When COVID restrictions were initially eased the Active Schools team delivered 90 sessions to 835 participants using community green spaces in the last two weeks of the summer school holidays.

Since the new term started in August the Active Schools Team developed a programme of Green Space Activities. Across Highland 650 activities have been planned and are being delivered during the first term of the school year. A programme of online activity has also been developed with activity sessions accessible to all Highland School Pupils through google classroom. The Sports team has also been developing an exciting new range of products which will see the website being revamped, a new volunteer recruitment package as well as resources packs and training that can be used to develop volunteers and teachers.

Staff Feedback:

Staff have been happy to be back in their jobs, working within their communities and having a positive impact. The current COVID situation has given a focus on the important part that sport and physical activity plays within communities and has made the team feel valued in their jobs.

The staff have been fantastic in terms of wanting to help and make a difference, they have embraced different ways of working, supported different sections of the organisation and continue to have a positive can-do attitude despite the barriers and complications that currently exist.

Despite the complex nature of running activity and the robust planning and procedures needed to be put in place every staff member has felt it has been worthwhile in terms of enabling young people to be active in their communities.

Staff Health & Wellbeing – notes, comments, issues or information:

During their period of time on furlough and when staff first started back in post there was some apprehension as over that short period of time their jobs had changed significantly, there was a stage where schools were closed and they had no access to their offices etc. Despite this there was always a willingness to help in whatever way they could even if it wasn't their 'normal' duties. Staff are currently in a place where staff have the confidence to be out in their communities running activity sessions that are safe and fun.

All staff have been recently trained through the SAMH (Scottish Association of Mental Health) programme, this training was to allow staff to be better equipped to spot and support the challenges around mental health encountered through their job but also supported them on an individual level.

Staff have been grateful of the flexible approach that the Charity has taken to allow them to continue to work whilst also needing to deal with the implications of COVID restrictions on them and their families. Staff are positive about

potential blended approach of being able to work from home whilst still getting out to visit their schools and communities.

Customer Feedback:

Customer feedback has been hugely positive. Communities have been extremely grateful of the effort local Active Schools Coordinators have made during lockdown with welfare resilience and childcare and now while restarting activities for children and young people. Utilising green spaces in communities out with normal venues has been challenging but parents have commented how safe they have felt.

Online activities have been a good addition to the programme especially amongst more rural Highland communities who have commented that it has made them feel more included.

'Super impressed with the activities that were on offer in Spean Bridge. My children enjoyed the opportunity to meet with their peers and play some fun games. As a parent it was a safe environment and the communication with the coordinators was excellent.' Lochaber Parent

'The session wasn't just about the activity, it really helped bring my kids out of a new state of anxiety, simply being able to see their friends and play football gave them back a small sense of normality and massively helped their anxiety.' Lochalsh Parent

Torrin Bunkhouse: "Amazing place - the views and location are worth more than anything and whilst you have to sacrifice slightly on the luxuries it's more than worth it. Thomas September 2020; and "Excellent facility, well equipped, spotlessly clean and comfortable beds. The location is stunning and truly relaxing". Charlotte August 2020

Focus over the coming months/Anticipated Service delivery:

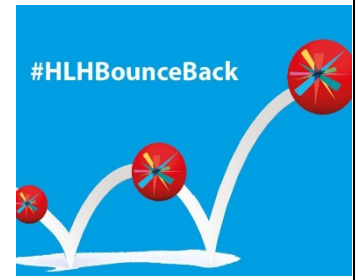
Over the coming months the focus will be getting back into the School Estate and supporting schools around the health and wellbeing of their pupils.

The team will also be working with HLH leisure facilities colleagues to plan for an indoor programme of activities during and after the October Holidays.

Community sports hubs officers will continue to work with and support Community Clubs as they restart particularly with adherence to COVID 19 guidelines and promote activities in communities.



HLH #BounceBack Report



Caterings sites currently Open:

Café Botanics

The operation of the café at Inverness Botanic Garden, Café Botanics, was taken in-house and opened following redecoration and refurbishment work which included an enlarged outdoor decking area. Initial catering was through the mobile cater pod which operated a takeaway service while refurbishment work was underway.

Staff Feedback:

Staff feedback has been incredibly positive. The staff who transferred from the former concession agreement operator have welcomed being part of the HLH team and have been supported by staff who worked at the previous Inverness Leisure café (the Inverness Leisure Café was closed to allow the fitness suite to be extended for physical distancing requirements, it will be re-opened in a new location in the building as below).

The aim is to establish an integrated catering provision in the Bught facilities. Café Botanics and Canal Park Pavilion staff, therefore, operate as a single team and they have enjoyed being part of a larger operation and the creativity associated with home baked produce, including produce grown in the Inverness Botanic Garden. The staff group has pulled well together with them all having a “get the job done” attitude irrespective of normal job roles. The HLH HR section is in the process of meeting with the staff of the previous operator and the formal feedback from those sessions has also been positive.

Staff Health & Wellbeing – notes, comments, issues or information:

All staff were regularly contacted throughout furlough and those still on furlough continue to be contacted regularly. They are appreciative of how well HLH has looked after them, including the initial periods when they were receiving full pay and remain to be supportive and appreciative of HLH’s situation which has meant the removal of the 20% top-up as is allowed by the furlough scheme.

At an operational level the staff report feeling safe at work, understand increased COVID 19 management and hygiene measures and are appreciative of these. They experience occasional pressure from customers about the government regulations but are coping well with this. They had been considering working towards counter service in an attempt to reduce staffing requirements but recent revisions of legislation by the Scottish Government means that table service will continue.

Customer Feedback:

Customer feedback has been very positive, particularly about the quality of food and service. There have been very positive feedback on the lunch menu. The outdoor seating area has been very well received and is popular. Customers who were customers prior to the operation being brought in-house have been particularly pleased to see the continued employment of staff by HLH.

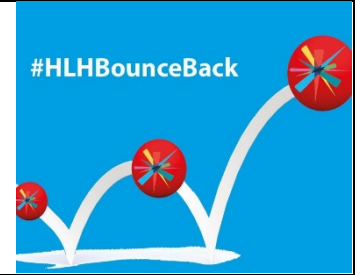
Focus over the coming months/Anticipated Service delivery:

The work and development of the newly established catering service is governed by the HLH Catering strategy which was reviewed and considered fit for purpose by the Trading Company at its 27/08/2020 meeting, summarised below:

- **Inverness Leisure Café** relocation is underway (as part of the overall IL project)– plans drawn up and sent to HC who will submit formal drawings for building warrant – work expected to be completed by end of January.
- **Caithness Horizons** waiting confirmation of opening date, expected to be in 2021.
- **Inverness Castle** project is gathering pace with the first planning meetings (involving catering) scheduled to take place early October
- **Canal Park** expected to host first rugby match of season towards end of October discussions to take place around if and how food to be served
- **Strathpeffer Pavilion** has over 40 weddings booked for 2021 – close eye will be kept on how these might go ahead.



HLH #BounceBack Report Adult Learning



Services Currently Being Delivered:

Adult Learning has continued to be delivered in Easter Ross and Inverness areas since the start of the pandemic and other areas are being phased back in over September and October. We have been using a mixture of outdoor and online activities and just started to plan for socially distanced face to face learning in carefully chosen venues. We have managed to deliver 1,327 hours of learning through 1,009 contacts since lockdown.

Staff Feedback:

Initial staff feedback is positive. They report feeling well supported and able to articulate their concerns and ideas as they gradually return to the workplace. Adult Learning Coordinator Roisin Irvine said: "The overarching sense of what learners and staff valued the most about coming together outdoors was the feeling of connecting with other people again after so long."

Staff Health & Wellbeing – notes, comments, issues or information:

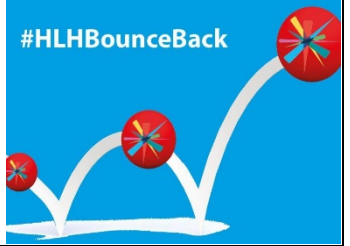
Staff are impressed with the methodical way the organisation is working through the challenges and their wellbeing is generally very good. The benefits of having the focus of work and renewing relationships with staff and learners has been shown to be invigorating. However, the nature of the pandemic and uncertainty that brings is affecting staff, some more than others and usually accentuated by their own and close family health issues.

Customer Feedback:

Very welcome response to renewed contact and relationship building but concerns from some over their personal vulnerabilities and the acceleration of society into a digital online world. One learner quote from the outdoor activities was after re-connecting with her group and with learning after so many months - "Every person needs friends to talk to. It was very good for me to talk with other people."

Focus over the coming months/Anticipated Service delivery:

Focus of work will be the very vulnerable whose wellbeing has been disproportionately affected by the pandemic, using digital literacies; financial literacy/budgeting; general literacies and English language. We have chosen a phased approach for staff on long term furlough to allow a settling in period and will continue to work from home for office and digital work along with socially distanced contact with learners as conditions permit.



Construction Programme

Despite the Covid-19 outbreak, the project remains on programme and on budget, with Design Development RIBA Stage 4 underway. The exception is the planned public engagement around the landscape planning aspects of the project which have been delayed and will be re-scheduled. Current estimated costs are in line with budget allocations. Statutory applications planned for have gone ahead as scheduled. Approval for the award of the contract for the enabling works was received and work begins on 5th October. The focus of attention will now be on preparing the design specification for the main construction contract, with the findings of the enabling works acting as a key factor in shaping the specification.

In addition, the landscape architects (OPEN) have been developing initial concept designs in line with the designs for phase 1 and the creative content around the 'Spirit of the Highlands in 100 stories'.

Visitor Attraction Content

In relation to the content development, work has been focused on the following six areas:

- a) Reviewing the potential relationship with a possible visitor attraction partner to design and operate the North Tower as a discreet element of the overall visitor attraction;
- b) Progressing the process of gathering and curating stories that will be used as the basis of the interpretive content - 'Spirit of the Highlands in 100 Stories';
- c) Continuing to assess the nature and scale of the retail and food and beverage elements in relation to the overall offer, within the Outline Business Case process;
- d) Development of content ideas for the landscaping with OPEN and LDN around the stories theme;
- e) Scoping the professional design requirements and process for phase 1;
- f) Developing initial proposals for phase 2 that will be complementary to phase 1.

Doing all six elements in parallel presents a challenge as a change in one element then requires the others to be altered to a greater or lesser extent. The biggest influence on the process has, unsurprisingly, been Covid. This has made the identification of a potential partner for the full North Tower experience more difficult and, therefore, alternative business models have had to be developed which, in turn, affect the content across both Towers. Covid has also presented an opportunity to potentially fast-track phase 2. This provides an additional (positive) challenge of looking at the complementarity of the two sites' content. Currently, there is a need to identify relatively soon the broad uses of the space, i.e. retail, interpretation, etc. and any potential additional specialist structural requirements to allow the major works contract to be specified and procured. In the short-term, this will require some of the principal decisions on content to be made in tandem with the preparation of the Final Business Case, which will clarify these areas.

Finance

Work continues to explore additional sources of funding, and to make applications where necessary. Updates on the status of current applications is listed below.

- CRD Business Case: both UK and Scottish Government officials have approved the Outline Business Case, as has the Inverness Castle Delivery Group. Work is now underway to develop the Final Business Case.

- Creative Scotland: £150K has been awarded to the project to support a commissioning programme for Highland artists to interpret the stories that will begin to form the creative content within the Castle and within the 'Autobiography of the Highlands'.
- Scotgrad: funding has been secured to support the addition of a Data Curation Graduate who will co-ordinate the collation and management of the stories through to their eventual interpretation.
- NCHF: a revised application – 'Spirit: Journeys' – will be submitted on 26th October, with a decision before the end of the calendar year. Both HIE and Visit Scotland have contributed financially to the development of the revised application.
- NLHF: it is still the intention to submit an Expression of Interest to support the interpretive elements of the project.
- Private sector: discussions are ongoing with potential sponsors and investors for phase 1 of the masterplan.
- HIE: discussions are progressing with HIE re potential funding support in phase 1 and 2 of the project.

Stakeholder Engagement

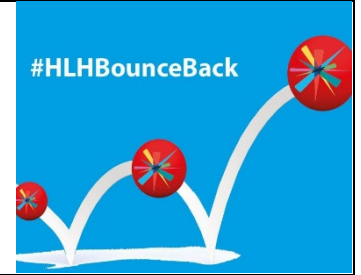
Liaison is ongoing with a wide range of stakeholders for the purpose of cascading the Call for Stories, which went live on September 4th. Work will continue to spread the word using partner organisations' networks and through the media and social media channels.

Work is ongoing with Members of The Highland Council to establish the local area assessment panels that will consider the stories in each Ward during the first round of review. This process involves close liaison with all Members and regular attendance at Ward Business Meetings.

Project Team members have provided an update to Members of the City of Inverness Area Committee and have been invited to present an overview of the potential content within the new attraction to a Private Members' Briefing on 5th October.



HLH #BounceBack Report



Facilities Currently Open:

The youth provision is increasingly being delivered through the school estate and existing HLH facilities that are open already. Street work is happening in a few places and many youth workers are having pre-arranged meetings with individual young people or very small groups outdoors in public places.

Youth workers also offer and deliver virtual engagement and learning opportunities e.g. via google classroom, social media

Staff Feedback:

Initial staff feedback is positive. They feel well listened to and supported as the gradual and phased return to work takes place

Staff Health & Wellbeing – notes, comments, issues or information:

Wellbeing is generally very good especially now that engagement with young people and contact with colleagues and partners has resumed. A few youth workers are in health challenging situations personally or at home; they are very well supported by line managers and HLH.

No issues about H&S (robust risk assessments and codes of conduct are in place).

Customer Feedback:

Very welcome response to renewed contact and relationship building with youth workers. Most young people want face to face contact, whilst a few respond more favourably to virtual environments

Focus over the coming months/Anticipated Service delivery:

- Continued and developing engagement and learning opportunities on school estate.
- Blended learning approach
- Return to indoors youth work in communities is vital, with a reality that when this happens it will be targeted provision for relatively small numbers for a long time (national guidance and restrictions)
- Virtual youth conferences are being planned in some areas
- Focuses on emotional wellbeing and mental health; broadening out the learning offer to care experienced young people across Highland; ages 16+ who are not in positive destinations
- Be an active partner and contributor to the sector wide Action Plan being developed as the new Highland Youth Work Strategy is enacted



HLH #BounceBack Report



Facilities Currently Open:

17 libraries will be open by first week in October with click and collect service plus one mobile library offering door-to-door delivery.

Staff Feedback:

Staff feedback is positive with those who have returned to work happy to be back offering a service to the public. Staff report good customer feedback on the click and collect service and have mentioned that the door-to-door delivery service is very much welcomed by customers living within remote/ rural settings. Staff report that there are a number of customers choosing not to use the click and collect service, preferring to wait until wider services are resumed.

Staff Health & Wellbeing – notes, comments, issues or information:

Current feedback would suggest that staff have found the return to work questionnaire, induction process and new covid secure building layouts to be reassuring, giving them confidence that they are returning to work within a safe environment.

In general, staff that remain on furlough are extremely keen to return to the workplace and feel ready to get a sense of normality back to their everyday lives. Staff feedback would suggest that the majority have appreciated both the corporate communication and staff welfare calls, finding them beneficial in keeping them updated of the changing picture as recovery progresses.

Customer Feedback:

Where service delivery has resumed, customers seem pleased to be seeing the return of their library and are looking forward to the return of wider library services as bounceback progresses.

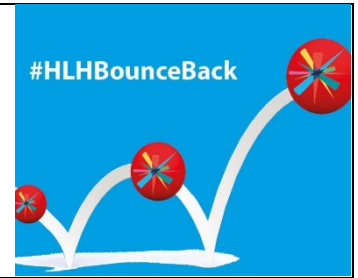
Customer enquiries regarding libraries that have not yet reopened are being managed well, with customers being reassured that HLH aims to have all locations reopened in some capacity by early November.

Focus over the coming months/Anticipated Service delivery:

- Discussions are currently in progress with Head Teachers with regards to the return of staff and services to the school/community environment.
- Preparations are underway for click and collect to be cascaded to the remaining public libraries by early November.
- Those locations currently open for click and collect are preparing buildings for wider reopening to the public.
- Digital services are continuing to be developed. Bookbug Live sessions are being augmented with Makaton Sign Language to support equality and inclusion. We are currently working with Aberdeen Science Centre to offer digital interactive STEM sessions for families and to move towards in-person activities as services resume.



HLH #BounceBack Report



Facilities Currently Open:

Highland Folk Museum opened on 29th July, Inverness Museum & Art Gallery on 4th August and Castle Viewpoint 4th September.

Staff Feedback:

Initial staff feedback is generally positive. All staff have adapted well to operating within Covid 19 restrictions with initial anxieties alleviated through the additional measures which were implemented. Staff from all areas were asked to comment as below.

Museum attendants:

“As with everything new, we have had to adapt and overcome as we go along. We’ve had the support and management to do that, making changes to make us feel safe.”

“Feel more confident being in the workplace that I thought I would. I feel we have the back up from all members of staff to keep us all safe.”

“Initially we were all a bit apprehensive, but the systems that are in place make it more comfortable for us. We have concerns about people coming from all over the country and beyond and need to be vigilant regarding their behaviour in the Viewpoint. On the whole most of the visitors have been understanding and compliant.”

“The enhanced cleaning measure have worked really well and the new toilets make this much easier.”

Office/professional staff:

“As part of the team that helped with the setup, I’m happy with what we have done, and I feel safe. We’ve tried to think about issues, and think we’ve done the best we can to address these. With my colleagues and within the museum I feel quite safe, I’m not anxious about being at work.”

“Everything that could be done to enable us to do our jobs safely has been done.”

Staff Health & Wellbeing – notes, comments, issues or information:

All staff have now returned either on a full time or part time furlough basis. Those staff who were furloughed have been generally happy to return to work for social interaction, return of routine and purposeful activity. Staff who live alone in particular have been particularly content with returning to work. For those staff with pre-existing mental health issues, furlough was difficult however support from the team through phone calls was appreciated. Professional staff are relieved to be able to resume their work including funded projects which were paused. One staff member commented that they found coming straight back to full time hours quite challenging and a phased return would have been easier to cope with.

Customer Feedback:

Customer feedback has been excellent with emphasis on excellent helpful staff and appreciation of additional measures in place.

Indicative examples from the three sites:

IMAG: “Well organised lovely helpful staff, it’s good to see attractions opening up...Covid policy in place to ensure a safe and comfortable visit”

HFM: “What a lovely place to visit. All Covid precautions were in place, very well run. The staff were friendly and helpful”

“Such a good set up- was never too busy, there were clear signs that everyone managed to follow...So glad you’ve re-opened. Can’t wait to come back”

Castle Viewpoint: “Spectacular views. Only a short walk from the museum to the castle but worth the views across the city, the view of the cathedral is worth a photograph.”

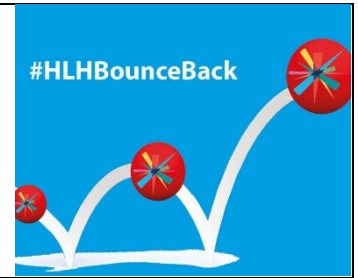
Focus over the coming months/Anticipated Service delivery:

Aim to consider business case for opening the IMAG café, alongside usual reduced winter opening hours. HFM extended winter opening will be explored.

IMAG Exhibition’s and Curatorial team looking at external funding options to develop in-house curated exhibition as part of main gallery exhibition programme 20/21.



HLH #BounceBack Report



Facilities Currently Open:

Inverness, Skye and Lochaber Archives centres all reopened initially with access to original archive material only. Nucleus remains closed to the public at request of NDA although staff are back in the building and responding to enquiries and developing digital offering. Access expanded to include books, microfilm plus bookable slots to visit Skye’s exhibition space from 5th October

Staff Feedback:

Staff feedback on the set up of workspaces and associated workplace procedures has been very positive and comments have been made about the thoroughness of the preparations ahead of their returning to work.

Staff Health & Wellbeing – notes, comments, issues or information:

Staff working in a blended way with home working where possible. Teams are working in small bubbles and remain socially distanced from colleagues throughout the working week when in facilities. Staff on p/t furlough in regular contact with line managers and colleagues.

Customer Feedback:

- Every detail for my recent visit was perfect - easy to arrange, courteous greeting, information available and ready for me - have already told several friends
- I felt very at ease and as if I was in the safest public space in Inverness. Very clean and clear directions, help was hands off but clearly communicated to me.
- Greeting was lovely and friendly and one-way systems were very clear and had everything very well laid out.
- Really enjoy the Am Baile posts and I am sure I am not alone – in these times they help bring one back to reality. Very grateful for the work you do searching out such interesting photos. (Am Baile User)
- Your broadcasts are always interesting and well done. Thanks for sharing with the world. I am in Nova Scotia, Canada. (Learn with Lorna weekly live talk series)
- Thank you, Lorna and the team. I look forward to this every week! So interesting and fascinating to learn about the collections that you care for. (Learn with Lorna weekly live talk series)

• Focus over the coming months/Anticipated Service delivery:

Developing our online content building on our successful digital engagements which have increased since lockdown with a service-wide working group established to look at developing how we go forward digitally.

- Development of online classes platform and plans to create archive section for online classes with our initial focus on ‘Live’ Family History for Beginners (set of 4 classes) and remote 1-1 Family History consultation service with our Family Historian
- Am Baile – new mobile-enabled site launched Sept 2020 and over 500,000 engaged users since April 2020
- Learn with Lorna – 11,027 views in August and 65000 since April 2020 and playlists available across all Facebook pages and on HLH’s YouTube channel. Continuing to build on this following and introducing a series of classes to cover some of the more popular topics.
- Community Engagement Officer set up with Google Classroom account and will be working digitally to support Highlands Schools with archival content through this medium
- Working with THC registrars with a view to making a limited number of ScotlandsPeople terminals available at Inverness for bookable appointments.



HLH #BounceBack Report



Facilities Currently Open:

School access has been agreed for 'dry' instrument Instructors to return to face to face teaching from after October school holidays (although a couple are restarting prior to the holidays). This does not include woodwind; brass or vocal tuition as per current Scot. Govt. guidelines. We can include piping Instructors in the return to school as we have invested in digital chanters. There will still have to be a rotational element of online tuition as staff are only allowed in 1 school per day.

Staff Feedback:

Initial staff feedback is positive. All seem delighted to get back to see pupils face to face. Keeping a watchful eye on the 'wet' instrument Instructors who are not able to return yet.

Staff Health & Wellbeing – notes, comments, issues or information:

All those returning to school tuition have been supplied with disinfectant wipes; sanitiser & face mask (+ face visor if requested)

Customer Feedback:

Parent: Many thanks for keeping us informed and up to date on music tuition. We are glad you are continuing with new methods to deliver the service.

Parents: I just wanted to say how pleased and happy we are with the way online music tuition has been organised by High Life Highland. It's brilliant, my daughter is making a great deal of progress and I am enjoying being able to listen in at times!
Well done everyone, all your efforts are very much appreciated.

Focus over the coming months/Anticipated Service delivery:

Reinstate face to face tuition for existing pupils & reconnect with those who have not fully engaged over the period of online delivery. We plan to reinstate 'wet' instruments as soon as Govt. guidelines allow us to do so. Once we have re-established a stable teaching regime, we will then focus on recruitment of new pupils.



HLH #BounceBack Report



Facilities Currently Open:

Thurso Gallery due to reopen in Oct 2020 – pending alterations to comply with H&S Covid 19 instructions (underway)
All Art Galleries at IMAG open

Staff Feedback:

Initial staff feedback is positive, and staff are constructively adapting operations to suit new climate.

Staff Health & Wellbeing – notes, comments, issues or information:

Gallery staff taken off furlough and glad to be working again as a team - provides focus with resulting benefits to mental health, overcoming feelings of isolation.

Customer Feedback:

20 optional Visitor Satisfaction Surveys sent out daily from IMAG – results will be collated and analysed

Focus over the coming months/Anticipated Service delivery:

Visual Arts and Craft Makers Awards (VACMA) programme restarted (Creative Scotland – funded small grants programme to support local artists and makers)

Rebuilding exhibitions programme at all galleries and re-establishing partnerships

Forthcoming programme includes:

IMAG

Splendid Isolation - Landscapes from the permanent collection (Main Gallery) - opens 9th October

'Spirit of the Highlands,' including the transformation of Inverness Castle (Small Gallery) – opens 9th October

Michele Bianco - studio ceramics - opens 9th October (Foyer Gallery)

Future exhibitions planned in partnership with Applied Arts Scotland, Hayward Gallery and National Galleries of Scotland

Thurso Gallery

Punctuate! – Jim Mooney - until 21st November

Caithness Artists – 28 November – 9th January

Ultima Thule – Lucy Woodley - 16th January - 9th March

Digital exhibition material to be developed