

The Highland Council Re-design Board

Adopting a more commercially focused approach

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Chief Executive



Scottish Company: SC407011
Scottish Charity: SC042593

Expected Benefits

- Rates and VAT saving
- Speed of decision making
- Improve staff morale
- Synergies across services
- Alternative sources of funding
- Independent Directors contribution

Four principles

- Culture
- Budget vs operating deficit
- Growth and risk
- Partnerships

Culture

- Involving staff at all levels
 - Library staffing savings £480K
- Real delegation
 - Aviemore opening hours up from 33 to 65
- Accountability
 - TRACC deficit reduced by £61.5K over three years
- Cost less / earn more
 - Donations up from £40K to £127K, target of £247K for this year

Budget vs Operating Deficit

- Reducing Services Fee from Council
- Focus on income generation
 - HFM secondary income up from £138K to £237K
 - Retailing income up from £112K to £178K
- Workforce planning model
 - Inverness nursery saving of £100K
 - Leisure Manager saving of £35K
- Opening hours to meet customer demand
 - Festive opening saving of £32K

Growth and Risk

- Budget cuts vs investment – focus on overall deficit reduction

	2012/13	2015/16	Difference
Dingwall LC	£17,416	-£71,606	-£89,022
Lochaber LC	-£17,983	-£126,159	-£108,176
Black Isle LC	£68,427	£11,854	-£56,573

Growth and Risk

- Reducing services vs development
 - Fitness class increase from 180 p/w to 325 p/w
 - High Life sales up from £2.7M to £3.5M
- The cost of growth
 - Factor in time lapse
- Managed risk taking
 - Love to Swim income £107K
 - £43K profit

Partnerships

Expansion through partnerships

- Prevention Agenda NHS and THC contracts - £674K
- Commercial partners
 - IBG attendance up from 17,000 to 94,000
- Become a sub contractor
 - Nucleus contract £750K over 5 years
- Business out with Council services
 - Conservation service £32.5K in contracts

Savings Since HLH Established

- ND Rates and VAT £5.1M
- Savings targets £4M
- Total £9.1m

Actual Benefits

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Actual Benefits - Additional

- Changed perceptions (Members, HTs and partners)
- Ability to be more direct with community groups than the Council
- Positive public perception
- Strong Board governance (non political)
- Moving towards recognition as a Trusted Partner
- More commercial approach helping to protect services

What next?

- New High Life Highland card
- Ancestral tourism market
- New facilities coming on board
- CCFM?

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