

The Highland Council
Education, Children and Adult Services Committee
26 October 2016

Agenda Item	6
Report No	ECAS 62/16

High Life Highland Progress Report

Report by Chief Executive of High Life Highland

Summary

This report:

- i) presents information on the performance of High Life Highland during the operating period April to October 2016;
- ii) provides general updates since the last report in May 2016; and
- iii) provides information on the High Life leisure and library membership schemes.

1. Background

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

2. Service Delivery Contract Monitoring

- 2.1 The Service Delivery Contract with HLH is made up of objectives from Highland First and from the Care and Learning Service Plan. The formal monitoring of HLH forms part of the Quarterly Performance Reviews (QPR) of the Care and Learning Service to the Council's Chief Executive. During April to October 2016 there were two QPRs where the quarterly objectives were assessed as having been met or exceeded. The indicators which monitor progress against the Council's plans along with summary explanations can be seen in **Appendix A**. HLH reports twice yearly direct to the ECAS Committee providing performance information, general updates and a spotlight on one area of its work per report, with the leisure and library membership schemes being the focus at this meeting.
- 2.2 HLH is performing very well with regard to overall customer numbers. It achieved its highest ever number of customer visits last year - 5,305,959. Customer numbers this year are set to exceed that with there having been 2,720,575 in the first six months of 2016-17.

3. HLH Governance

- 3.1 HLH directors are appointed by the Council (eight independent directors and

four Councillor directors). There have been no changes to the HLH Board since the last update to the ECAS Committee in May 2016, however, under the normal schedule of retirements as required by the Memorandum and Articles of Association, two directors will stand down in March at the Annual General Meeting and nominations will be considered by the Council early in the new calendar year.

- 3.2 The HLH Trading Board Directors are appointed by the HLH Board (five independent directors and four HLH Board directors), following the resignation of two directors due to work commitments, Freda Newton, Managing Director of award winning Loch Ness by Jacobite, and Lorraine Christie, Business Development Manager at Ross County Football Club, were appointed to the Trading Board at the 23 August 2016 HLH Board meeting.
- 3.3 The HLH Board holds either a business planning workshop or an annual review workshop each year. An annual review workshop was held on 2 December 2015 from which an action plan was developed. The Board reviewed progress against the action plan at its August 2016 meeting where twelve out of fifteen actions were complete with the remaining being on target for completion.

4. General Updates Since May 2016 Report

- 4.1 ***Council Redesign Board*** - The HLH Chief Executive was invited to give a presentation to the Council's Redesign Board on what HLH had done to raise income and achieve efficiencies by behaving in a more commercial way, whilst at the same time protecting services and meeting its charitable objectives. The Redesign Board discussed the work that it had done on income and efficiency savings, noting that the cumulative savings since HLH was established in October 2011 were as follows:
- rates and VAT savings: £5.1M
 - achievement of savings targets through income and efficiencies: £4M
 - total cumulative savings: £9.1M
- 4.2 ***Catering, Cleaning, Facilities Management/Janitorial Services (CCFM/JS)*** - HLH has been participating in the Project Board which was established to review CCFM/JS on the invitation of the Council. If the Council decision is to transfer some or all of the CCFM/JS services to HLH, the Board will be in a position to formally consider this at its December 2016 meeting.
- 4.3 ***Cultural and Sporting Arm's Length Organisations' Meeting 30 August 2016*** - Sporta is the membership organisation representing Arm's Length Organisations in Scotland. The HLH Chief Executive is on the executive board of Sporta and HLH hosted its meeting on 30 August 2016 in Inverness. Topics on the agenda included: health and wellbeing; government policy; quality assurance; and performance monitoring and management.
- 4.4 ***Secrecy, Symbolism and Scottish Identity: Discovering the Highland Decorative Arts and Jacobite Collection at Inverness Museum & Art Gallery*** - This project (which started in August 2016 and will run to March 2018) received a grant of £68,512 from the Esmée Fairbairn Collections Fund.

It will bring in a range of specialist expertise to research, conserve, document and photograph the Highland decorative arts and Jacobite collection at Inverness Museum and Art Gallery (IMAG).

Experts will be invited to provide public lectures and training days for museum staff and volunteers across the Highlands and Moray. A programme of community curation will run alongside these events to provide increased access to the collection. The knowledge and public responses gained from the project will culminate in a series of community exhibitions, a conference, a published catalogue and ultimately a higher profile for this collection both regionally and nationally. IMAG's project was one of seven successful projects selected from 75 applicants throughout the UK.

- 4.5 ***WW1 Commemorative Programme*** - HLH museums and archives are collaborating to deliver a WW1 commemorative programme that started in 2014 and runs through to 2019. The programme includes a wide variety of exhibitions, public talks, workshops and activities. The programme highlighted in the current six month period is the simultaneous exhibitions at IMAG: "Remembering the Great War", curated by the National Galleries of Scotland; and "Next of Kin", curated by National Museums of Scotland using objects and materials from their respective collections.

Inverness is the only venue outside of the National Museum in Scotland where "Remembering the Great War" will be exhibited and one of just eight to which "Next of Kin" will tour. A co-curation workshop programme alongside the exhibition gave service users from Birchwood Highland and HUG Action for Mental Health the opportunity to generate their own creative responses to the collections exhibited and the stories they tell. The resultant artwork is also on exhibition at the museum.

- 4.6 ***Mine Craft Exhibition – Building Blocks and Scotstyle*** - In response to the Year of Architecture, Design and Innovation, IMAG created, Building Blocks, an interactive exhibition for all ages, which enabled visitors to experience architecture in new and innovative ways as part of the Festival of Architecture 2016 ran in IMAG from 21 May to 18 June 2016; and in St Fergus Gallery, Wick from 9 July – 13 August 2016. It used the latest Oculus Rift virtual reality technology to allow visitors to enter a virtual world of Inverness and to experience Inverness Castle and the Pictish Wolf Stone (which is on display in IMAG) in 3D augmented reality.

There was an overwhelming response from Inverness schools taking part with eleven schools having visited IMAG and over 6,000 people visiting Building Blocks in Inverness. The Minecraft exhibition ran alongside the Scotstyle exhibition which celebrated the top 100 buildings in Scotland from 1916-2015, chosen by the public, including Eden Court and the Inverness Maggie's Centre. Inverness Architectural Association loaned IMAG some iconic architectural models to accompany the exhibition.

- 4.7 **STEM at Highland Archive and Registration Centre (HARC) and IMAG** - The above two exhibitions were part of IMAG and HARC's ongoing contribution to the Science, Technology, Engineering and Maths (STEM) initiative. Both facilities include STEM related lectures, demonstrations and hand-on activities for all ages, including school groups. The programme included 'The REAL Loch Ness Monster': Nessie's Fossil Ancestors, exploration of Bronze and Iron Age sciences and experimenting with 18th century marbling techniques.
- 4.8 **Customer Service Excellence Compliance Plus Accreditation** - Customer Service Excellence (CSE) is a well-known and highly respected customer service standard which is externally assessed. HLH libraries achieved the standard in 2015.

The assessment allows applicants a maximum number of partial compliances, equating to an 80% pass mark, but during the 2016 reaccreditation inspection libraries achieved 100% compliance against all 57 criteria and were awarded a prestigious "Compliance Plus Accreditation" for the following four areas where the Assessor considered that the service demonstrated innovation or showed areas where it is a sector leader:

- *"We have made the consultation of customers integral to continually improving our service and we advise customers of the results and action taken."*
- *"We have developed customer insight about our customer groups to better understand their needs and preferences."*
- *"Our staff are polite and friendly to customers and have an understanding of customer needs."*
- *"We have made arrangements with other providers and partners to offer and supply coordinated services and these arrangements have demonstrable benefits for our customers."*

Comments in the Assessment report included the following:

- *"It was abundantly clear that the Senior Leadership including the Directorate were very customer focused and had a clear vision for High Life Highland as a modern, progressive, customer focused organisation."*
- *"It was pleasing to note that Library staff were enthusiastic and worked closely with colleagues and partners to provide the best possible service for your customers. All of the customers spoken to by the assessor were highly satisfied with the service provided. Customers used phrases such as "Wonderful" and "I could not do without them" to describe their feelings about the service."*

4.9 ***Presentations to Moray, Argyll and Bute and Orkney Islands Councils and Pickaquooy Trust*** - There have been a number of presentations made to other Councils with regard to HLH and its service delivery:

- In June the HLH Chief Executive was asked to present to a seminar of the full Moray Council which is considering the establishment of an ALO similar in structure/makeup to HLH;
- Argyll and Bute Council visited HLH in June, as it is similarly beginning discussions about establishing its own ALO; and
- Orkney Islands Council is interested in operating a High Life type low cost leisure access scheme across its facilities and The Pickaquooy Centre (which is operated by a leisure trust on behalf of the Council). In August 2016, HLH Chief Executive was invited to present to the Council and The Pickaquooy Trust as part of the Council exploring this.

4.10 ***Corporate Parenting*** - HLH has been included in the work of the CHAMPS Board which was set up to support looked after children. As part of this, leisure facility access was considered and the High Life budget scheme (where eligible card-holders gain access to leisure facilities for fifty pence per activity) was made available to looked after children (LAC).

HLH is continuing to work with the CHAMPS Board and partners to seek to address the non-financial barriers that prevent the uptake of learning, leisure, sport and cultural opportunities with: the youth work team working with the CHAMPS Board to develop a pilot programme of supported taster sessions which are scheduled to run in early 2017 in Inverness; and the Active Schools team developing a programme of outreach sport and activity based sessions for LAC.

4.11 ***Highland Practice Model Named Person Role*** - As of August 2016, HLH Youth Development Officers took on the named person role for 16 to 17 year olds who have left school and do not have another named person.

4.12 ***Inverness Royal Academy Sports Centre*** - The new Inverness Royal Academy opened in August and HLH is operating the community facilities out-with school hours.

It is already demonstrating that there was a need for increased community access to sports facilities with there having been almost 3,000 customer visits in September and 165 new High Life leisure subscriptions (85 families and 80 individual).

5. **Summary Analysis of High Life Leisure and Library Card Memberships**

5.1 In the twice yearly reports to the ECAS Committee, there is a focus on one aspect of HLH's work. This section provides a summary of a market segment analysis which has been carried out on the leisure and library memberships.

- 5.2 The High Life leisure scheme and library memberships reach 39.5% and 27.67% of the Highland population respectively. Allowing for people who use both libraries and leisure facilities, it has been possible to estimate that together, they reach 51% of the Highland population.
- 5.3 The High Life leisure membership scheme has increased participation and income levels in leisure facilities by 91% and 93% respectively since its introduction in 2001. It has been recognised by sportscotland and a Scottish Government Ministerial Working Group as being an example of good practice. It is based on simplicity offering access to leisure centres and swimming pools across Highland at low cost and including as many products and services within a single monthly payment as possible. This approach is aimed at families (who pay £29 per month), individuals (who pay £20 per month) and those in receipt of state benefits (who pay fifty pence per activity). It allows for partnership working with other services such as Social Work Services and NHS Highland.
- 5.4 Libraries have always had a membership scheme, however, memberships are less important than they have been historically with there being many customers who use services which do not require membership such as accessing reference materials and attending the wide range of activities and events which take place in libraries.
- 5.5 While it has been straightforward to evaluate the success of the High Life leisure scheme in terms of customer numbers and increased income, and to track library customer numbers, the extent to which the membership schemes are successful in providing for mid to low earning families and individuals and the reach of the membership schemes into the Highland population as a whole has not previously been assessed.
- 5.6 A membership analysis was therefore carried out using a system called “Mosaic Profiles” which uses postcode information to compare the memberships with the Highland population. This seeks to provide an assessment of how HLH is reaching various market segments in terms of:
- the number of members in each market segment; and
 - the market penetration rate into each segment (whether particular segments are over or under-represented).
- 5.7 In summary, the Mosaic Profile analysis shows that there are leisure and library members across all of the Mosaic Profile Groups in Highland and that 63% and 67% of leisure and library members are mid to low earning families and individuals respectively.

Appendices two and three show the Mosaic Profile analysis for the leisure and library membership schemes. (The HLH Board considered a more detailed report on this at its August 2016 meeting and this can be seen by following this link:

<https://www.highlifehighland.com/wp-content/uploads/2016/08/Membership-Analysis-COLOUR.docx>)

5.8 Part of the success in targeting the High Life leisure scheme appropriately has been the High Life Budget scheme. This allows people in receipt of benefits because they are on low incomes access to leisure facilities for fifty pence per activity. Recently the budget scheme has been used with partners, young carers and looked after children who receive support from Social Work Services and Barnardo's are now eligible for the fifty pence Budget scheme.

5.9 HLH has also been working with NHS Highland to provide opportunities to be physically active to people that do not normally use leisure centres and people with health conditions.

This has been done through the High Life card scheme using the following programmes:

- the Positive Moves programme for men with prostate cancer (plus their partners);
- a breast cancer trial project (in partnership with University of Stirling); and
- through the Knowing Me Knowing You programme which offers people who do not use leisure facilities one-to-one sessions and an introductory free seven day pass.

5.10 In summary, the market analysis has shown that, in addition to HLH having good geographic reach across the Highland area and that the High Life Leisure scheme has been particularly good at increasing participation and income, that the leisure and library memberships reach all market segments, and are particularly attractive to market segments which are made up of mid to low earning families and individuals.

6. Recommendations

It is recommended that Members note:

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

And that Members note and comment on:

- ii. the general updates since the last report in May 2016;
- iii. the reach of the High Life Highland leisure and library membership schemes in serving an estimated 51% of the Highland population and in reaching mid to low earning families and individuals in Highland.

Designation: Chief Executive
High Life Highland

Date: 14 October 2016

Appendix 1 - HLH Performance Summary

SOA Action	Notes – HLH contributions to the Highland Single Outcome Agreement
Activities for pupils beyond the school day	Active Schools Coordinators provided activities for 9,035 unique participants in term 2015 and 11,235 in term three 2016, an increase of 2,200. The work to address the drop in activity levels amongst girls has resulted in there being more girls registered on the programme than boys for the first time.
Communities Use of Schools Policy (THC's Policy is to develop schools as part of its capital programme into community hubs)	With the addition of the operation of the community sports facilities at Inverness Royal Academy from August 2016, HLH now operates eleven school and community facilities outwith school hours on behalf of the Council. In the future HLH will be operating the new facilities at Wick High School following completion of the capital project.

SOA Action	Notes – HLH contributions to the Highland Single Outcome Agreement
<p>Councils policies in cultural and sports services</p>	<p>HLH operates the two regional Museums, the Highland Folk Museum and Inverness Museum and Art Gallery, supports the work of the Highland Culture Strategic Board and is supporting the on-going work of the Council to develop a new Highland Cultural Facility in Inverness.</p> <p>HLH programmes exhibitions and activity programmes in three Galleries. Total gallery attendances in the first two quarters of 2015-16 were 39,186. Attendances in the first two quarters of 2016-17 were 36,800. The reduction is accounted for by there having been a particularly good performance in 2015-16 because of the successful Lego exhibition and attendances so far this year are still well above the previous year (attendances in the first six months of 2014-15 were 25,620).</p> <p>HLH operates twenty stand-alone and joint school/community leisure centres. Uses in the first six months of 2015-16 were 561,022 and increased in the same period in 2016-17 to 564,633. This increase has been achieved despite Thurso swimming pool being closed for refurbishment. HLH and Inverness Leisure amalgamated on 1 April 2016 and attendances at leisure centres, including Inverness Leisure, for the first six months of 2016-17 were 919,620.</p> <p>Following their busiest year ever in 2015-16, the Highland Folk Museum and Inverness Museum and Art Gallery continue to be successful, with visits in person during the first six months of 2015-16 having been 96,301. Numbers have reduced but are holding well at 89,410 for the same period in 2016-17 (a reduction of 6,891). Even with this reduction in visitor numbers, income from donations and the shop/café have increased from £268,766 in the first six months of 2015-16 to £333,831 in the same period this year.</p>
<p>Deliver ESOL & Adult Literacies</p>	<p>HLH delivers a programme of Literacy and Numeracy and English for Speakers of Other Languages (ESOL) classes and 1:1 support. During the first six months of 2015-16 there was an average of 472 unique participants per month. This increased to 552 during the same period this year. The number of SQA qualifications gained by adult learners also increased with there having been 30 in the first six months of 2015-16 and 59 in the first six months of 2016-17.</p>

SOA Action	Notes – HLH contributions to the Highland Single Outcome Agreement
Deliver the Arts strategy	<p>HLH supports the work of the Highland Culture Strategic Board and is supporting the on-going work of the Council to develop a new Highland Cultural Facility in Inverness.</p> <p>HLH programmes exhibitions and activity programmes in three Galleries. Total gallery attendances in the first two quarters of 2015-16 were 39,186. Attendances in the first two quarters of 2016-17 were 36,800. The reduction is accounted for through there having been a particularly good performance in 2015-16 because of the successful Lego exhibition and attendances so far this year are still well above the previous year (attendances in the first six months of 2014-15 were 25,620).</p>
Deliver the Youth Work Policy	<p>HLH provides a targeted youth work service across all 29 Associated School Group areas in Highland. Attendances at “Fusion” diversionary activity programmes were 1,819 in the first six months of 2015-16 and increased to 2,093 in the same period this year. The average number of unique participants per month were 2,545 during the first six months of 2015-16 and in 2016-17 they were 2,328. 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 this figure would reduce as the service focuses on a smaller number of harder to reach young people.</p>

SOA Action	Notes – HLH contributions to the Highland Single Outcome Agreement
Delivery of lifelong learning	HLH delivers a programme of Literacy and Numeracy and English for Speakers of Other Languages (ESOL) classes and 1:1 support. During the first six months of 2015-16 there was an average of 472 unique participants per month. This increased to 552 during the same period this year. The number of SQA qualifications gained by adult learners also increased with there having been 30 in the first six months of 2015-16 and 59 in the first six months of 2016-17. There has been an overall reduction in this area of work following an agreed budget saving to discontinue commissioning adult learning classes with the targeted literacy, numeracy and ESOL support for adult learners having been prioritised.
Develop new ways of supporting adult learners	As described above in relation to the delivery of lifelong learning, there has been a reduction in this area due to agreed budget savings. In an attempt to mitigate this, HLH has submitted a grant application for £85K to deliver a two year family learning project with five of the previous commissioning partners being involved.
Develop the High Life low cost leisure access card	Between HLH and the other leisure providers in Highland which operate the High Life Leisure Access Scheme 39.5% of the Highland population hold a High Life card either as family or individuals who pay a subscription or people who use a card under the “pay as you go” part of the scheme. HLH’s number of paid subscriptions has risen by 1,789 over the past four years (figure excludes Inverness Leisure to allow comparison). The High Life card can be used as a library card, a Young Scot card, a cashless catering school meals card and a National Entitlement Card.
Development apprenticeship for young people supported by youth services	HLH runs a Young Person’s Leadership Programme delivered by Active Schools Coordinators which has 1,398 young people enrolled 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 - so far this year 590 young people have gained achievement awards. There are currently 170 young people participating in employability programmes, this is already an increase on last year with there having been a total of 115 for the year. HLH leisure facilities continue to deliver modern apprenticeships.

SOA Action	Notes – HLH contributions to the Highland Single Outcome Agreement
Development officers for disability and sports coaching	HLH has Development Officers for disability sport and gymnastics. These posts are responsible for club development, coach education and support.
ECS volunteering policy	HLH has developed a volunteering policy which includes recruitment, induction, training and review for volunteers and has 1,511 volunteers in sport and over 50 in adult learning.
Evidence children are included across ECS	HLH contributes to this objective by supporting area youth forums and the Highland Youth Parliament which covers a variety of topics, including specific sessions on schools on behalf of the Care and Learning service.
Expand access to culture & arts across the Highlands	HLH programmes exhibitions and activity programmes in three Galleries. Total gallery attendances in the first two quarters of 2015-16 were 39,186. Attendances in the first six months of 2016-17 dropped slightly to 36,800. The reduction is accounted for through there having been a particularly good performance in 2015-16 because of the successful Lego exhibition and the attendances are still well above the previous year (the 2014-15 attendances for the first six months were 25,620).
HLH to ensure balanced programme of activity for young people	The active schools and youth work programmes provide a wide range of activities. There is a particular emphasis placed by Active Schools Coordinators on encouraging girls to remain active and, therefore focus on less traditional activities such as dance, exercise to music and gymnastics. Youth work staff provide a wide range of activity which includes employability programmes, a range of achievement awards and diversionary activity.
Online learning solutions for adult learning	HLH libraries have a range of on-line resources which support learners in Highland including a formal language learning resource as well as e-books; e-magazines and audiobooks.

SOA Action	Notes – HLH contributions to the Highland Single Outcome Agreement
Property Asset Management Strategy for HLH	The Council's Property Asset Management Strategy links its secondary school building programme with community facilities so that new schools become joint school and community facilities. HLH took on the operation of the sports facilities at the new Inverness Royal Academy in August 2016. The next such facility is Wick High School, scheduled to open at the end of 2016, which will have school and community library, swimming pool, games hall, exercise studio and gym which will all have community access. This approach has led to increased use of facilities by the public in every case.
Single smart card	The range of services which can now be placed on one card are: National Entitlements, Young Scot, High Life leisure, Highland Libraries and school cashless catering.
Targeted numeracy and literacy services	HLH delivers a programme of Literacy and Numeracy and English for Speakers of Other Languages (ESOL) classes and 1:1 support. During the first six months of 2015-16 there was an average of 472 unique participants per month. This increased to 552 during the same period this year. The number of SQA qualifications gained by adult learners also increased with there having been 30 in the first six months of 2015-16 and 59 in the first six months of 2016-17.
Targeted young people in need - High Life Highland	HLH provides a targeted youth work service across all 29 Associated School Group areas in Highland. Attendances at "Fusion" diversionary activity programmes were 1,819 in the first six months of 2015-16 and increased to 2,093 in the same period this year. The average number of unique participants per month were 2,545 during the first six months of 2015-16 and in 2016-17 they were 2,328. 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 this figure would reduce as the service focuses on a smaller number of harder to reach young people.
With HLH provide integrated community facilities	A strong focus of all recent and planned school campus new build or refurbishments is the provision of integrated facilities, Aviemore Primary School and the new Inverness Royal Academy being the most recent, with Wick High School being scheduled to open at the end of this calendar year and Tain Royal Academy and Alness Academy in the pipeline.

SOA Action	Notes – HLH contributions to the Highland Single Outcome Agreement
Youth Convenor and Youth Workers engage with young people	The Youth Convenor post is recruited annually and works with the Highland Youth Parliament Executive Committee which meets six times per year in addition to the annual Highland Youth Parliament conference.
Youth Convenor attendance at Full Council	The Youth Convenor attends full Council meetings and other Council Committees as required.
Youth Voice elections	HLH supports the bi-annual Highland Youth Parliament (formerly Youth Voice) elections.

Appendix 2 - High Life Leisure Membership Mosaic Profile Analysis

The table below shows the results of the analysis by Mosaic Profile Group. In it, the number of High Life members are compared with the number of people in the Highland population in each group (the definition of each mosaic profile group is below). The following terms are used in the column headings:

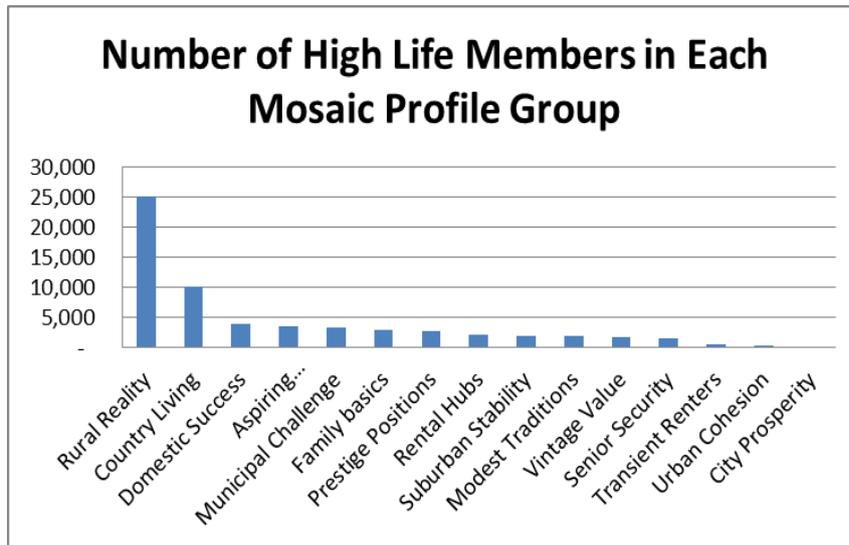
- “Target” is the number of High Life members in each Mosaic Profile Group.
- “Base” is the Highland population in each Mosaic Profile Group.
- “Pen” is a percentage measure of the “target” column (number of High Life members) compared to the “base” column (Highland population).
- “Index” is a percentage measure of the “target %” column (number of High Life members) compared to the “base %” column (Highland population). An index of 100 means the percentage of members is equal to the percentage of that market segment in the Highland population. An index below 100 means the number of members is under represented. An index above 100 means the number of members over represented.

Mosaic UK - Group	Target	%	Base	%	Pen	Index	0	50	100	150	200
A City Prosperity	22	0.0	35	0.0	62.86	244					
B Prestige Positions	2,724	4.4	9,103	3.8	29.92	116					
C Country Living	10,160	16.4	40,396	16.8	25.15	98					
D Rural Reality	25,090	40.4	113,618	47.1	22.08	86					
E Senior Security	1,593	2.6	6,964	2.9	22.87	89					
F Suburban Stability	1,932	3.1	7,568	3.1	25.53	99					
G Domestic Success	4,048	6.5	10,428	4.3	38.82	151					
H Aspiring Homemakers	3,588	5.8	11,323	4.7	31.69	123					
I Family Basics	2,922	4.7	7,330	3.0	39.86	155					
J Transient Renters	593	1.0	1,841	0.8	32.21	125					
K Municipal Challenge	3,342	5.4	8,758	3.6	38.16	148					
L Vintage Value	1,778	2.9	8,159	3.4	21.79	85					
M Modest Traditions	1,891	3.0	6,440	2.7	29.36	114					
N Urban Cohesion	302	0.5	1,193	0.5	25.31	98					
O Rental Hubs	2,083	3.4	7,928	3.3	26.27	102					
Totals	62,068	100	241,084	100	25.75	100					

Appendix 2 Continued

Mosaic Profile Group	Definition
Aspiring Homemakers	Younger households settling down in housing priced within their means
City Prosperity	High status city dwellers living in central locations and pursuing careers with high rewards
Country Living	Well-off owners in rural locations enjoying the benefits of country life
Domestic Success	Thriving families who are busy bringing up children and following careers
Family basics	Families with limited resources who have to budget to make ends meet
Modest Traditions	Mature homeowners of value homes enjoying stable lifestyles
Municipal Challenge	Urban renters of social housing facing an array of challenges
Prestige Positions	Established families in large detached homes living upmarket lifestyles
Rental Hubs	Educated young people privately renting in urban neighbourhoods
Rural Reality	Householders living in inexpensive homes in village communities
Senior Security	Elderly people with assets who are enjoying a comfortable retirement
Suburban Stability	Mature suburban owners living settled lives in mid-range housing
Transient Renters	Single people privately renting low cost homes for the short term
Urban Cohesion	Residents of settled urban communities with a strong sense of identity
Vintage Value	Elderly people reliant on support to meet financial or practical needs

Appendix 2 Continued



The table below lists the groups considered to be mid to low earning and they account for 63% of the High Life membership.

Mosaic Profile Group Description	Definition	Number of High Life Leisure Members
Rural Reality	Householders living in inexpensive homes in village communities	25,090
Aspiring Homemakers	Younger households settling down in housing priced within their means	3,588
Municipal Challenge	Urban renters of social housing facing an array of challenges	3,342
Family basics	Families with limited resources who have to budget to make ends meet	2,922
Rental Hubs	Educated young people privately renting in urban neighbourhoods	2,083
Vintage Value	Elderly people reliant on support to meet financial or practical needs	1,778
Transient Renters	Single people privately renting low cost homes for the short term	593
		39,396

Appendix 3 – Library Membership Mosaic Profile Analysis

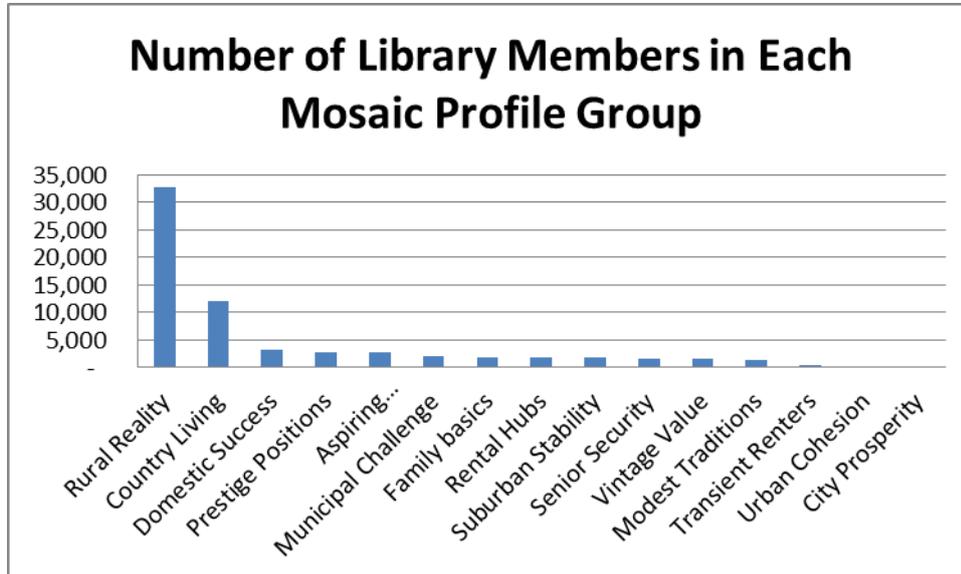
The table below shows the results of the analysis by Mosaic Profile Group. In it, the number of High Life members are compared with the number of people in the Highland population in each group (the definition of each mosaic profile group is in appendix 2 above). The following terms are used in the column headings:

- “Target” is the number of High Life members in each Mosaic Profile Group.
- “Base” is the Highland population in each Mosaic Profile Group.
- “Pen” is a percentage measure of the “target” column (number of High Life members) compared to the “base” column (Highland population).
- “Index” is a percentage measure of the “target %” column (number of High Life members) compared to the “base %” column (Highland population). An index of 100 means the percentage of members is equal to the percentage of that market segment in the Highland population. An index below 100 means the number of members is under represented. An index above 100 means the number of members over represented.

Mosaic UK - Group	Target	%	Base	%	Pen	Index	0	50	100	150	200
A City Prosperity	19	0.0	35	0.0	54.29	196					
B Prestige Positions	2,706	4.1	9,103	3.8	29.73	107					
C Country Living	12,009	18.0	40,396	16.8	29.73	107					
D Rural Reality	32,699	49.0	113,618	47.1	28.78	104					
E Senior Security	1,698	2.5	6,964	2.9	24.38	88					
F Suburban Stability	1,828	2.7	7,568	3.1	24.15	87					
G Domestic Success	3,342	5.0	10,428	4.3	32.05	116					
H Aspiring Homemakers	2,679	4.0	11,323	4.7	23.66	86					
I Family Basics	1,951	2.9	7,330	3.0	26.62	96					
J Transient Renters	461	0.7	1,841	0.8	25.04	90					
K Municipal Challenge	2,191	3.3	8,758	3.6	25.02	90					
L Vintage Value	1,550	2.3	8,159	3.4	19.00	69					
M Modest Traditions	1,388	2.1	6,440	2.7	21.55	78					
N Urban Cohesion	287	0.4	1,193	0.5	24.06	87					
O Rental Hubs	1,901	2.8	7,928	3.3	23.98	87					
Totals	66,709	100	241,084	100	27.67	100					

Appendix 3 Continued

The graph below shows the number of library members in each Mosaic Profile Group in order of size.



The table below lists the groups considered to be mid to low earning and they account for 67% of the library membership.

Mosaic Profile Group Description	Definition	Number of Library Members
Rural Reality	Householders living in inexpensive homes in village communities	25,090
Aspiring Homemakers	Younger households settling down in housing priced within their means	3,588
Municipal Challenge	Urban renters of social housing facing an array of challenges	3,342
Family basics	Families with limited resources who have to budget to make ends meet	2,922
Rental Hubs	Educated young people privately renting in urban neighbourhoods	2,083
Vintage Value	Elderly people reliant on support to meet financial or practical needs	1,778
Transient Renters	Single people privately renting low cost homes for the short term	593
		39,396