

Agenda Item	20.
Report No	CLH 42/19

## HIGHLAND COUNCIL

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

**Date:** 29 May 2019

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

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

### 1. Purpose/Executive Summary

1.1 This report is in two parts:

**Part one** - presents information on the performance of High Life Highland (HLH) during the operating period to March 2019; and

**Part two** - provides general updates since the last report to the Care, Learning and Housing Committee in December 2018.

1.2 HLH progress reports normally have a third part which provides information on one aspect of the work of HLH. This time round the focus is on music tuition and is contained in a separate report elsewhere on this agenda because, as well as providing an update, it also covers new national guidance for local authorities on music tuition.

### 2. Recommendations

2.1 Members are asked to:

- i. agree that HLH has met or exceeded the outcomes expected in the Service Delivery Contract with The Highland Council (THC) for the operating period to March 2019; and
- ii. note and comment on the general updates since the last report to the Care, Learning and Housing Committee in December 2018.

### 3. Background

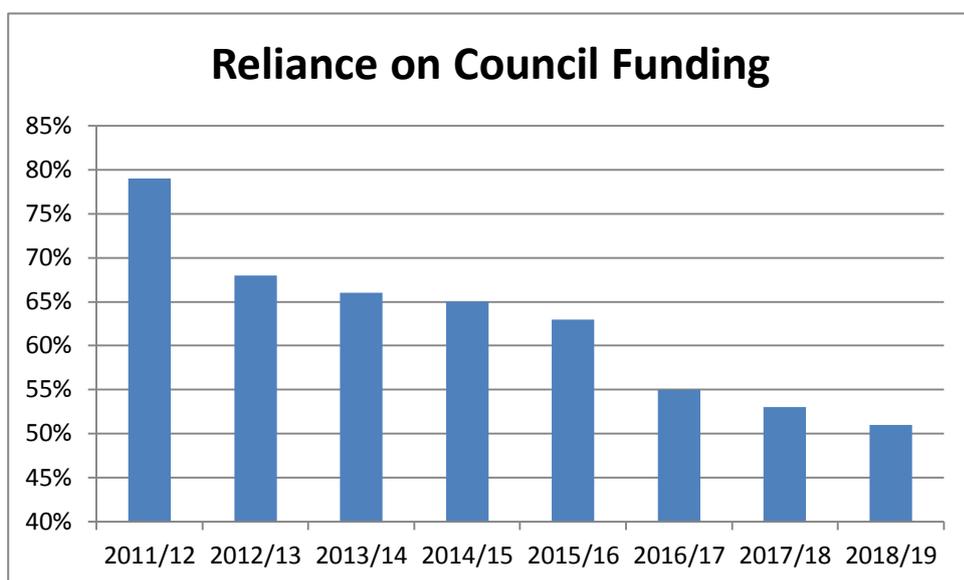
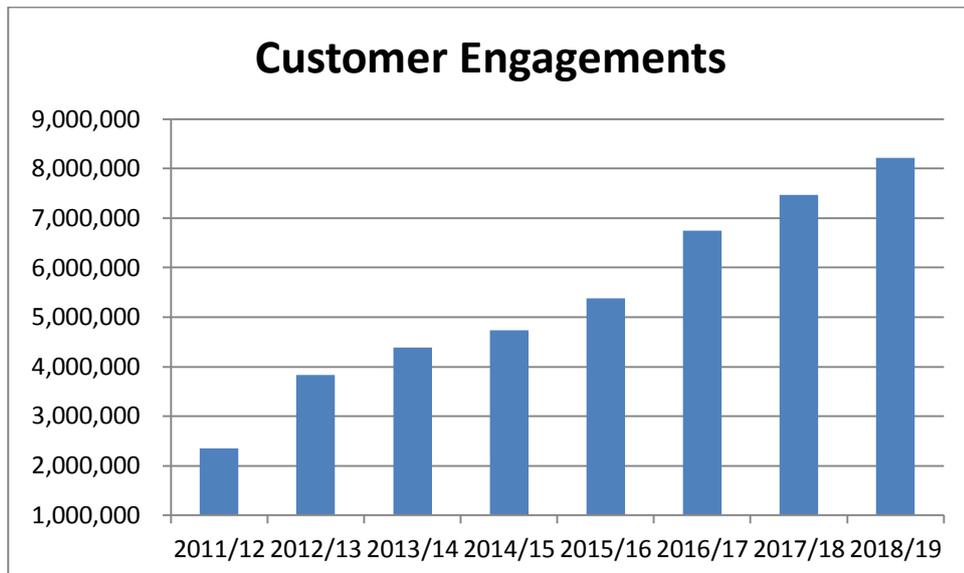
- 3.1 HLH was established by the Council in October 2011 as a charity, developing and promoting opportunities in culture, learning, sport, leisure, health and wellbeing. THC has contracted with HLH to deliver its Public Services Obligations (PSO) through a Service Delivery Contract (SDC) to deliver the following areas of work: Adult Learning; Archives; Arts; Leisure Facilities; Libraries; Museums; Music Tuition; Outdoor Activities (including Countryside Rangers); Sport and Youth Work.
- 3.2 HLH was set up to deliver services for THC while at the same time protecting them. Each year, its existence saves the Council c £3.5M p.a. through non domestic rates relief and VAT status. 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); and
  - HLH meets the cost of inflationary increases for staff salaries, pensions, living wage and pension increases. In recent years this has averaged a further £1M p.a.

### 4. Part One - Service Delivery Contract Monitoring

- 4.1 The Service Delivery Contract with HLH is made up of objectives from THC's 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 THC's Chief Executive. During April 2018 to March 2019 there were four QPRs where the quarterly objectives were assessed as having been met or exceeded. The indicators which monitor progress against the Care and Learning Service Plan along with summary explanations can be seen in **Appendix A**. HLH reports twice yearly directly to the Care, Learning and Housing Committee providing performance information, general updates and a spotlight on one area of its work per report, with music tuition being the focus at this meeting (covered in a separate report elsewhere on this agenda).
- 4.2 There are three performance indicators which HLH reports to THC as a 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.

- 4.3 Since HLH was established the number of customer engagements has increased from 2.3M to 8.2M and reliance on Council funding has reduced from 79% to 51%. The percentage of the Highland population with an HLH card is a new indicator which will be introduced from 2019/20 onwards and the base-line will be taken in 2019/20 and comparative reporting will start from 2020/21 onwards. The graphs below illustrate the pattern over time, as described above.



## 5. HLH Governance

5.1 HLH Directors are appointed by the Council (eight independent Directors and four Councillor Directors). Following retirements as required by the HLH Memorandum and Articles of Association two new Directors were appointed by THC at its meeting held on 7 March 2019. 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/>

## 6. Part Two - General Updates Since December 2018 Report

### 6.1 Business Plan 2019-24

The new HLH Business Plan for 2019-24 was launched on 1 April 2019 and confirms HLH's purpose as making the Highlands a better place to live, work and visit by

working in partnership to develop and promote opportunities in culture, learning, sport, leisure, health and wellbeing.

HLH's ambition is to be recognised and respected as the leading organisation for developing, promoting and inspiring opportunities in the above areas and to grow the business in a sustainable and innovative way by enabling and facilitating services that the public values and by being valued as a trusted and effective partner.

In addition to the strong ethos of continuous improvement Directors of HLH have assigned priorities to the following areas for growth: the HLH tourism offering; other management portfolios; outdoor activities; Community Partnership projects; commercial opportunities and events development.

## 6.2 **Sportscotland Funding Agreement**

A new 4 year investment has been confirmed by Sportscotland, the major funding contributor for the Active School programme. An annual contribution of c. £1.07M sustains an active school officer presence in each of the 29 associated school groups and Community Sports Hub and Leadership development officers.

## 6.3 **Community Planning Partnerships**

HLH is represented by a senior officer at each of the 9 Community Partnerships, and there are some interesting projects emerging as a result of this, for example, in Sutherland the Employability Award project and the Social Prescribing project. Both projects were piloted and working well and are now being rolled out within the area.

## 6.4 **Recognition and Awards**

6.4.1 **The Highland Council Quality Awards** - Community Award Winner. Nominated by the Community Council, Tom Grant received the Community Award at The Highland Council Quality Awards Ceremony on 8 November at Inverness Town House. Tom is a full time Leisure Assistant at Lochbroom Leisure Centre and as well as coaching swimming to all ages, he also, as a volunteer, runs a popular swim club teaching children to be safe, happy and confident in the water. Last year the Club won its first competition medal in a long time – giving the young competitors a real boost. Tom has also been looking beyond the pool and thanks to his enthusiasm and skills there is now a thriving network of wild swimmers in the Ullapool area. In March the antics of Tom and his colleagues became a surprise internet hit when they “swam” through deep snow that had accumulated on the tennis courts. The stunt raised £2,800 to support the local swimming pool and I’m told the spectators had a great time pelting the hardy swimmers with snowballs!

6.4.2 **Sportscotland – Volunteer of the Year and BBC Scotland Unsung Hero** - Kirsty Ewen has been recognised by Sportscotland as the Volunteer of the Year and received her award at the ceremony in Glasgow City Chambers on Thursday 15 November 2018. She then went on to win the BBC Scotland Unsung Hero Award. Kirsty works within Disability Sport for HLH. The ‘home’ of her volunteering is Inverness Swim Club where she is a volunteer coach and last year she also covered the position of Head Coach. Kirsty volunteered at the European Swimming Championships in Glasgow, was a member of the sportscotland Young People’s Sport Panel and was invited to be a member of the women and girls in sport advisory board. This advises the Minister on how best to achieve aims for a more active Scotland through driving participation, marketing and awareness of Scottish women and girls in sport.

Kirsty also played an integral part in designing the Fit for Girls solutions workshops, an initiative run for the first time last year that aims to provide resources for facilitators which will lead to an increase in the number of young girls getting involved in sport. She has also spoken at the Improving Participation for Women and Girls in Sport event representing the Sport Panel.

- 6.4.3 HLH has been selected as a finalist in the **Community Leisure UK Awards 2019**, Innovation category with the Leadership Programme entry. The Community Leisure UK Awards recognise, showcase and honour the extraordinary impact of public leisure and cultural services throughout England, Scotland and Wales.

HLH's aim is that the Leadership Programme is recognised as being industry leading in developing the Highland's young people to be the best they can be. Young people are proud to say they have been part of the programme and future employers use it as a benchmark for successful candidates. Born from a sports leadership project in Nairn it has now grown to be embedded across all sections of HLH with a full time Development Officer. Open to all young people (12 to 25 years) it offers training opportunities and qualifications, with every member having a dedicated mentor to support their leadership journey within their own community.

The continued growth of the programme supports HLH's "grow your own workforce" ethos, evidenced by 6 of the current 35 sports development team having come through the programme.

- 6.4.4 Every year Youth Link Scotland, the national agency for youth work, hosts the **National Youth Work Awards**. The event celebrates youth work and the youth workers who make a difference in the lives of young people. This year John Taylor, HLH Area Youth Services Officer, was shortlisted in the "Digital Youth Work" category.

Throughout 2018 John supported a group of young people – some of the ambassadors for the Year of Young People (YoYP) in Highland - who wanted to show the world what it is like to be young in Highland. They developed and ran 3 dedicated social media platforms for YoYP: Facebook, Instagram and Twitter.

Based upon and supported by sector leading youth work practice surrounding HLH digital participation from YoYP 2018, John then applied to be part of the Youth Link Scotland delegation at the Finnish Youth Work Conference in Turku, Finland in late March and after a rigorous selection process was the sole Scottish Local Authority Youth Work representative at the event.

## 6.5 **Potential Transfer of Services to HLH**

- 6.5.1 **Lochalsh Leisure Centre** – following an approach by the Board of Lochalsh Leisure for HLH to adopt the day to day management of the facility, HLH has been working with the Board of LL and THC's Care and Learning Service (which has since approved the transfer of the Council's grant to the community group to the HLH services fee). The transfer is expected to happen early summer 2019.

- 6.5.2 **Nevis Centre** - the Nevis Centre in Fort William has also approached HLH to consider adoption of day to day management of that facility. Building and mechanical and electrical (M&E) surveys have indicated that there are some significant issues before HLH could consider moving the request to a Business Case evaluation. These issues are currently being discussed with the Council and Directors of the charity that currently

operates the centre.

- 6.5.3 **Caithness Horizons** - the Board of Caithness Horizons (CH) has decided to close the facility due to ongoing financial difficulties. The CH Board and the Council had previously approached HLH for the purposes of considering a transfer of management of the facility.

In accordance with HLH's normal due diligence process, building surveys were commissioned, the findings of which highlighted that a reasonably significant amount of remedial work would be required before any transfer to HLH would be possible.

A business case has been developed indicating that, with the current level of available funding, a transfer of day to day operation of the facility to HLH would be possible. The HLH Board has agreed to the potential transfer once assurances from funders are received and the most urgent of building renovations have been undertaken.

- 6.6 **Health and Sport Committee Preventative Action on Health Report** - The Scottish Parliament Health and Sport Committee published "Preventative Action and Public Health" on 12 November 2018. HLH is specifically mentioned in the publication: "High Life Highland delivers a widespread programme of falls prevention exercise, in partnership with NHS Highland, in care settings, including care homes, town and village halls and leisure and cultural facilities. This has resulted in a significant drop in the number of falls experienced by the older population, improved physical and mental health and savings to NHS Highland". The full report can be seen by following this link: <https://sp-bpr-en-prod-cdnp.azureedge.net/published/HS/2018/11/12/Preventative-Action-and-Public-Health/HSS052018R10.pdf>

- 6.7 **Signing of Armed Forces Covenant** – HLH has taken part in an official re-signing of the Armed Forces Covenant and the presentation to HLH of its Bronze Award for the contribution it makes to the lives of those involved in the armed forces. The purpose of the Covenant is to try as far as possible to ensure that members of the armed forces and their families are not disadvantaged through their involvement and deployment with the forces. An application for the silver award will be submitted in May 2019.

- 6.8 **Moray Leisure Centre** - At the request of Moray Council and the Board of Moray Leisure Limited, two HLH Managers from the leisure facilities service have been working towards the implementation of a six point improvement plan to enable the leisure centre to become financially sustainable. Progress in respect of each of the areas of improvement include the following:

- i. a long term absence has been resolved;
- ii. a high sickness/absence level has been resolved;
- iii. a more efficient staffing establishment designed to deliver medium to long term savings has been developed and approved by the Board;
- iv. 'Fit Life' (the equivalent to the High Life scheme in Moray) has been introduced and 2,700 memberships sold to date against a target of 1,300 up to April and the gym has been refurbished with new equipment procured;
- v. the budget is on target to achieve efficiency savings one year ahead of target; and
- vi. the Board has undergone governance training and is in the process of developing a new Business Plan for the facility.

HLH staff will remain in Moray until July 2019 to oversee the final stages of the implementation of the Plan.

## 6.9 High Life Development

- 6.9.1 **New Leisure Link Partnership** - HLH has established a new reciprocal partnership with four other areas of Scotland that will see High Life members able to access free use of leisure facilities outside the Highland region for the first time since the low cost access card was introduced over 15 years ago.

The scheme, involving four other areas is known as the “Leisure Link Partnership”.

Believed to be the first of its type in Scotland, High Life members will be able to access gym, public swimming and fitness classes at leisure facilities across Moray, Orkney, the Western Isles and Argyll and Bute at no extra cost.

The initial participants in the partnership are across the north of Scotland. HLH is in ongoing discussions with other areas in Scotland as well as in both Northern Ireland and Wales which have also adopted the High Life model across their own culture and leisure services.

- 6.9.2 **High Life Highland Benefits** – As part of the continuing drive to deliver public services more efficiently, HLH has been building partnerships with businesses which means that HLH card holders (library and leisure cards) can enjoy discounts at over 100 local and national retailers by simply presenting their card at the point of sale. The list of businesses offering discounts can be seen on the HLH web site:

<https://highlifehighland.us4.list-manage.com/track/click?u=6bb8a878b8c071ba85e1c9248&id=0e84ebe9ee&e=1dfd6ad418>

## 6.10 Newton Rooms

Following the opening in HLH’s Youth Area at Caol Community Centre of one of Scotland’s first Norwegian style learning centres (Newton Room), HLH is delighted to continue its support of this initiative with HIE confirming that approval has been given by the Science Skills Academy to the recommendation that Dingwall Town Hall become a site for a Newton Room. This will be the third Newton Room in the UK.

The purpose of Newton Rooms are to encourage more young people into studies and careers in science, technology, engineering and mathematics (STEM) and the first two were officially opened in Thurso and Fort William earlier this year.

These facilities will become part of a network of Newton Rooms being created in the Highland region by the Science Skills Academy (SSA), a partnership project led by HIE, funded by the Scottish Government with £3m from the Inverness and Highland City-Region Deal. Other organisations involved the initiative include Skills Development Scotland, the University of the Highlands and Islands, The Highland Council and NHS Highland.

## 6.11 Museums

- 6.11.1 **Blockbuster Exhibition** - In December and January Inverness Museum and Art Gallery exhibited “In the Footsteps of Dinosaurs”, a spectacular, family orientated

exhibition. Activity programmes throughout the Highlands were delivered via cross service support including libraries, adult learning, countryside rangers and leisure facilities.

10,971 people visited the exhibition, an increase in visitor numbers of 168% on the same period in the previous year. The exhibition also attracted extensive media interest and critical acclaim.

- 6.11.2 **House of Memories** is a unique museum-led dementia awareness programme created by the National Museums Liverpool (NML) which has been operating for over 5 years with currently 23,000 downloads and more than 11,000 people have attended the training nationally. HLH in partnership with NML worked with museums and archives across the area to create **Highland content** for the My House of Memories app. The app is a person-centred digital museum resource which enables users to share memories to prompt discussion and reminisce about a range of everyday objects. App-users can save objects to their own memory boxes or memory time-lines.

The project is a joint HLH/Museums Forum project led by HLH through a steering group with representatives from Alzheimer Scotland, NHS Highland, Connecting Carers and Highland Museums Forum. The app content has been trialled in Highland with support of the steering group working with people living with dementia and their carers.

The Highland content has been sourced from museums across the area including Inverness Museum and Art Gallery, Highland Folk Museum, Highland Archive Centre, Highland Libraries (postcard collection), West Highland Museum, Dornoch Historylinks, Gairloch, Tain, Ullapool, Highland Museum of Childhood, Timespan, Strathnaver and Glencoe Folk Museum.

In late February, prior to the formal launch, a morning *Dementia Awareness – House of Memories* training session was led by a NML trainer. The session was fully booked with 60 attending and over 70 people on the waiting list. The team are now working to arrange a second session to accommodate the waiting list.

- 6.11.3 **Parliamentary Reception** - In Museums Galleries Scotland's (MGS) January Newsletter, CEO Lucy Casot spoke of the key contribution made by museums to Scotland's economy and announced that MGS will host a parliamentary reception at Holyrood in May to highlight to MSPs the value of museums to their communities. HLH approached contacts in MGS to see if HLH museums could be involved in the event in relation to the Highland Folk Museum's *Shinty Project* and the above *House of Memories* project, both of which are MGS funded with both proposals receiving a positive response and featuring at this event, raising HLH's museums profile.

Designation: Chief Executive, High Life Highland

Date: 1 May 2019

Author: Ian Murray

Background Papers: None

## Appendix A

<b>Service Delivery Contract Action</b>	<b>Notes – HLH contributions to the Care and Learning Service Plan</b>
Activities for pupils beyond the school day	Active Schools Co-ordinators provided 454,552 participant sessions in 2018/19, a slight decrease on the previous year of 466,108.
Communities Use of Schools Policy (THC's Policy is to develop schools as part of its capital programme into community hubs)	HLH operates seventeen school and community facilities outwith school hours on behalf of THC.
Council policies in cultural and sports services	<p>HLH operates 70 libraries on behalf of THC and fulfils its statutory obligation to provide adequate library services. In 2018/19 there were 3,515,017 total library visits, an increase of 498,648 compared with 3,016,369 in 2017/18. Of these, 2,216,263 were physical visits and 1,298,754 were online visits. There were 405,718 attendances at library events and activities in 2018/19, an increase from the 360,310 in 2017/18.</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>Income from donations and earned income increased from £475,706 in 2017/18 to £563,345 in 2018/19. Inverness Castle Viewpoint had a good second year of operation - customer visits increased from 27,825 in 2017/18 to 29,295 in 2018/19. The Highland Folk Museum and Inverness Museum and Art Gallery visits in person decreased in 2018/19, with visits in person in 2017/18 having been 279,970 decreasing to 245,954 in 2018/19.</p> <p>HLH programmes exhibitions and activity programmes in three Galleries. The attendance figures of the Inverness Gallery are reported as part of the Museum's visitor numbers. The Caithness gallery attendances in 2018/19 were 5,193. Attendances reduced slightly from 5,357 the previous year because the visitor numbers have been affected by the relocation of the archives and library into new facilities reducing the critical mass of the facility.</p> <p>HLH operates 22 stand-alone and joint school/community leisure centres. Customer visits in 2018/19 were 2,926,124 an increase of 143,542 from 2,782,582 in 2017/18.</p>
Deliver ESOL & Adult Literacies	HLH delivers a programme of Literacy and Numeracy and English for Speakers of Other Languages (ESOL) Classes and 1:1 support. There were 13,264 attendances at these programmes in 2017/18 and this increased to 15,466 in

<b>Service Delivery Contract Action</b>	<b>Notes – HLH contributions to the Care and Learning Service Plan</b>
	2018/19. The number of learning hours delivered by staff and volunteers increased from 34,732 in 2017/18 to 36,931 in 2018/19.
Deliver the Arts strategy	HLH programmes exhibitions and activity programmes in three galleries. The attendance figures of the Inverness Gallery are reported as part of the Museum’s visitor numbers. The Caithness gallery attendances in 2018/19 were 5,193. Attendances reduced slightly from 5,357 in 2017/18 because the visitor numbers have been affected by the relocation of the archives and library into new facilities reducing the critical mass of the facility.
Deliver the Youth Work Policy	HLH provides a targeted youth work service across all 29 Associated School Group areas in Highland. Attendances at “Fusion” diversionary activity programmes were 19,411 in 2017/18 and increased to 30,057 in 2018/19. The number of attendances at youth work activities in 2017/18 was 78,319 and increased to 80,490 in 2018/19. Within the context of the Council and national direction being a greater emphasis on targeting young people in need (prevention agenda), the expectation was that headline youth work engagements would reduce as the service focuses on a smaller number of harder to reach young people so maintaining attendances has been a positive achievement.
Develop new ways of supporting adult learners	HLH delivers a programme of Literacy and Numeracy and English for Speakers of Other Languages (ESOL) Classes and 1:1 support. There were 13,264 attendances at these programmes in 2017/18 and this increased to 15,466 in 2018/19. The number of learning hours delivered by staff and volunteers increased from 34,732 in 2017/18 to 36,931 in 2018/19.
Develop the High Life low cost leisure access card	<p>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 average number of subscriptions per month comparing 2017/18 and 2018/19 increased by 1,453. 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. The scheme has been adopted in three other Scottish local authority areas: the Western Isles; Moray; and Orkney and one Northern Irish Council area, Antrim and Newtownabbey.</p> <p>A new reciprocal partnership has been established with other areas of Scotland that will see highlife members able to access free use of leisure facilities outside the Highland region for the first time since the low cost access card was introduced over 15 years ago. The scheme, involving four other areas is known as the “Leisure Link Partnership”.</p>

Service Delivery Contract Action	Notes – HLH contributions to the Care and Learning Service Plan
	<p>Believed to be the first of its type in Scotland, highlife members will be able to access gym, public swimming and fitness classes at leisure facilities across Moray, Orkney, The Western Isles and Argyll and Bute at no extra cost.</p> <p>The initial participants in the partnership are across the north of Scotland, we are in ongoing discussions with other areas in Scotland as well as in both Northern Ireland and Wales which have also adopted the highlife model across their own culture and leisure services.</p> <p>As part of the continuing drive to deliver public services more efficiently HLH has been building partnerships with businesses which means that HLH card holders (library and leisure cards) can enjoy discounts at over 100 local and national retailers.</p>
Development apprenticeship for young people supported by youth services	<p>HLH runs a Young Persons' Leadership Programme delivered by staff across all of our services which has 336 young people actively involved in it. Youth work staff provide opportunities for young people to gain achievement awards (Saltire Awards, DofE etc.) which are of significant benefit for young people in gaining employment or higher and further education places – in 2018/19 young people gained 1,101 achievement awards. HLH leisure facilities continue to deliver modern apprenticeships. HLH youth work staff continue to deliver the Youth Parliament apprentice day. In 2017/18 Libraries introduced their contribution to the Leadership Programme for young people called High Voltage which in 2018/19 has 107 young people involved in it across 23 libraries with over 400 people participating in the events which they have run. A video showing the programme can be seen here: <a href="https://youtu.be/45yoDII7Gvo">https://youtu.be/45yoDII7Gvo</a></p>
Development officers for disability and sports coaching	<p>HLH has Development Officers for disability sport, coaching/volunteer development and community sports hubs. These posts work in partnership with the national governing bodies to develop sports clubs, support community based sports clubs and deliver locally based coach and volunteer training.</p>
ECS volunteering policy	<p>HLH has developed a volunteering policy which includes recruitment, induction, training and review for volunteers and has 978 volunteers in sport, 51 volunteers in libraries and 63 in adult learning. (Annual volunteer figure approx. 1500).</p>
Evidence children are included across ECS	<p>HLH contributes to this objective by supporting area youth forums and the Highland Youth Parliament which covers a variety of topics, including specific sessions in schools on behalf of the Care and Learning service and by its targeted youth work.</p>
Expand access to culture & arts across the Highlands	<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</p>

<b>Service Delivery Contract Action</b>	<b>Notes – HLH contributions to the Care and Learning Service Plan</b>
	the on-going work of the Council to develop a new Highland Cultural Facility in Inverness. HLH programmes exhibitions and activity programmes in three Galleries. The attendance figures of the Inverness Gallery are reported as part of the Museum’s visitor numbers. The Caithness gallery attendances in 2018/19 were 5,193. Attendances reduced from 5,357 the previous year because the visitor numbers have been affected by the relocation of the archives and library into new facilities reducing the critical mass of the facility.
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 Co-ordinators on encouraging girls to remain active and there is therefore a focus on less traditional activities such as dance, exercise to music and gymnastics. Youth work staff provide a wide range of activities 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.
Property Asset Management Strategy for HLH	The Council’s Property Asset Management Strategy links its secondary school building programme with community facilities so that new schools become joint school and community facilities. The latest examples of this are where HLH took on the operation of the sports facilities at the new Inverness Royal Academy in August 2016, Wick High School in April 2017 and the new Alness Academy which is currently being built. 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 (travel), Young Scot, High Life leisure, Highland Libraries and school cashless catering; Leisure Link Partnership with 4 other Council areas.
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. There were 13,264 attendances at these programmes in 2017/18 and this increased slightly to 15,466 in 2018/19. The number of learning hours delivered by staff and volunteers increased from 34,732 in 2017/18 to 36,931 in 2018/19.
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 19,411 in 2017/18 and increased to 30,057 in 2018/19. The number of attendances at youth work activities in 2017/18 was 78,319 and 80,490 in 2018/19. 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

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	headline youth work engagements would reduce as the service focuses on a smaller number of harder to reach young people so increasing attendances has been a positive achievement. The learning hours which the Youth team delivers were 194,259 in 2017/18 and increased to 241,030 in 2018/19. HLH is involved in working with care experienced young people through the CHAMPS board and young carers.
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, Inverness Royal Academy and Wick High School being the most recent and the new Alness Academy is currently under construction.
Youth Convener and Youth Workers engage with young people	The Youth Convener 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 Convener attendance at Full Council	The Youth Convener 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.