High Life Highland Strategy 2025-2030

Strategic Ambition

Purpose

MAKING LIFE BETTER

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So that we can reach our *vision* of affordable access to health and wellbeing, learning and culture for everyone in Highlands.

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By being/having **values**
- Integrity
- Community
- Accountability
- Respect
- Example

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Contributing to our High Level Outcome

Making a positive impact across the Highlands by improving physical, mental and social health and wellbeing.

Strategic Objectives

Delivery of affordable, accessible and inclusive services across the region.

Key Actions

1) Optimise service delivery to meet community needs.

2) Ensure the affordability and accessibility of services to the community.

3) Flexibly adapt services to align with local opportunity.

Maximise and grow our income to re-invest across our services.

Key Actions

1) Increase income from highlife memberships.

2) Maximise all income streams.

Ensure a consistent high value of delivery across HLH services.

Key Actions

1) Monitor and improve the customer experience.

2) Demonstrate how each service brings value to our customers.

Commit to the net zero and sustainability agenda.

Key Actions

1) Develop an action plan for net zero and sustainability for each service.

2) Reduce energy consumption across our services.

3) Implement findings of energy surveys.

Efficient and effective service delivery through our people and processes.

Key Actions

1) Continuous staff deployment to meet customer requirements efficiently.

2) Develop training needs analysis to support delivery of our strategic objectives at service level.

3) Develop a digital plan for service delivery and efficiency.

4) Improve services by using the customer journey mechanism.

Critical Audiences

- The Highland Council
- Customers (residents, visitors, business community)
- Staff and Volunteers
- Funding Partners
- Community Planning Partners
- Regulatory & Compliance Bodies
- Media
- Political

Outcomes

What will success look like?

Increase Member Numbers
- Member retention levels
- Corporate memberships
- Hard to reach client groups

Increase Service Users
- By individual service & by geography
- By penetration levels & reach

Improving User/Service Satisfaction Levels

Improving Staff Satisfaction Levels
- Staff turnover and absences

Improving Financial Sustainability
- Hold appropriate reserves
- Meet short-to-long term commitments whilst maximising affordable access

Capital Investment Levels
- Increasing capital investment
- Individual facility improvement

Health & Safety Performance

Sustainability Results
- Local supply chain benefits
- Narratives and case studies