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| HIGH LIFE HIGHLAND REPORT TO BOARD OF DIRECTORS14June 2018 | AGENDA ITEM REPORT No HLH /18 |

## **MARKETING AND COMMUNICATIONS UPDATE - Report by Chief Executive**

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| **Summary**The purpose of this report is to provide a six monthly update on progress made in implementing the 2015-19 Marketing and Communications Plan.It is recommended that Directors comment on and note the update. |

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| **1.** | **Business Plan Contribution** |
| 1.1 | This report supports the highlighted Business Outcomes from the High Life Highland (HLH) Business Plan:1. **To advance sustainable growth and financial sustainability**
2. Deliver the Service Delivery Contract with THC
3. **Improving staff satisfaction**
4. **Improving customer satisfaction**
5. **A positive company image**
6. **Services designed around customers and through market opportunities**
7. Sustain a good health and safety performance
8. **A trusted partner**
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| **2.** | **Background** |
| 2.1 | Directors approved the 2015-19 Marketing and Communications Plan for HLH on 18 June 2015, requesting an update on progress in implementing the actions outlined in the Plan on a six-monthly basis. The purpose of this report is to provide that update. |
| **3.**  | **Marketing and Communications Plan Update**  |
| 3.1 | The Marketing Plan update is contained in **Appendix A**. |
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| 3.23.33.4 | Media Clippings – ongoing analysis of media referring directly or indirectly to HLH is monitored by the Marketing, PR and Communications team. For the full year 2017/18 from 1 April 2017 - 31 March 2018 HLH appeared in the press/media 348 times with each assessed and placed into the following categories:* 311 – positive and neutral; and
* 37 – negative

The negative aspects of the press coverage has been varied but includes issues mainly outside the control of HLH such as: * The Highland Council Budget process
* Regional sports hub funding
* Dornoch funding
* Music tuition potential price increases (prior to service transfer to HLH)
* Mobile Library provision
* Lack of dance studio at Nairn

Directors should note that where given an opportunity, HLH will liaise with THC Corporate Communications team to issue agreed joint statements. |
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| **4.** | **General Data Protection Regulations update** |
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| 4.1 | Directors will be aware that the General Data Protection Regulations (GDPR) (EU) is new legislation designed to protect the privacy of individuals within the EU as well addressing how an individual’s personal data is exported outside the EU. The legislation is written in order that individuals are able to control their personal data as well to offer them rights in terms of understanding why and how organisations such as HLH are holding an individual’s personal data. |
| 4.2 | In order to address the issues, requirements and implications arising from GDPR HLH created a short-life working group across all services. Good progress was made in advance of the legislation going ‘live’ on 25th May 2018 and the group will continue to ensure proper embedding of key actions.  |
| 4.3 | Work undertaken by the group includes:1. full review of data retention schedules across all the whole organisation;
2. agreement reached with THC regarding the appointment of shared services from its Data Protection Officer;
3. a number of training sessions with HLH Senior Management Team;
4. HLH attendance at external GDPR training/good practice sharing events with other organisations (Sporta);
5. programme for amendments to highlifehighland.com ensuring compliance with GDPR being implemented;
6. processes being introduced for project managers to consider privacy impacts at the design stage of any project/initiative (privacy-by-design);
7. continued communication with THC Data Protection Officer in terms of the ongoing creation of new Privacy Statements for each process undertaken by HLH;
8. creation of an information asset register; and
9. all existing forms being redesigned and produced to include GDPR compliant privacy notices.
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| 4.4 | Comments from the Information Commissioner’s Office (ICO) have made it clear that the 25 May would not be a ‘date on the calendar’ to commence widespread audits instigated by her office. Within organisations like HLH, where the previous data protection legislation had by default been applied it is expected by the ICO that the new GDPR legislation would have minimal impact. |
| 4.5 | The short-life working group will continue to meet regularly in order to assess the ongoing GDPR developments over the next 6 – 12 months. Thereafter the group will be disbanded reverting to specific one-to-one meetings with the DPO and key senior managers across all services in HLH. |
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| **5.** | **Implications** |
| 5.15.25.35.4 | Resource Implications – the resources associated with the delivery of the Marketing and Communications Plan have been approved within the 2017/18 budget.Legal Implications – GDPR (EU) is new legislation applying to the protection of an individual’s privacy. Ongoing internal monitoring will be required to ensure compliance.Equality Implications – there are no new equality issues associated with this report.Risk Implications – The measures outlined as part of this report indicate HLH is minimising risk of contravening any aspect of the new legislation  |

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| **Recommendation**It is recommended that Directors comment on and note the update. |

Designation: Chief Executive

Date: 28 May 2018

**Appendix A – Marketing Plan Update**

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| **Tactic** | **Action** | **Update** |
| Branding | Uniform1. Ensure the company brand and logo is represented across the HLH staff and volunteer uniform range.
2. Develop appropriate applications of the brand to any new promotional give-aways.
 | The HLH brand is being applied consistently across the full range of uniform and appropriately on all promotional material issued by the Marketing, PR and Communications (MPRC) Team.All promotional/advertising material will, where possible ensure full compliance with OSCR’s guidance relating to advising the public of the organisation’s charitable status. |
| Induction and role model behaviour1. Contribute to any updates of the company induction process as required.
2. Demonstrate role model behaviour to peers and staff.
3. Develop role model behaviours in teams and as part of staff appraisals.
4. Positively challenge individuals and situations where role model behaviour isn’t being displayed.
5. Invest time in supporting and developing staff.
6. Address poor performance.
 | Where new staff take-up/change a post with HLH they are reminded of the corporate branding guidelines as part of their induction.Since the last update the Music Development Officer has been briefed on the corporate branding guidelines and use of the marketing toolkit by the music tuition team.  |
| Site branding1. Identify opportunities to roll out the use of company branded signage across all HLH facilities.
2. Work with the Estates Manager to apply company branding to sites receiving capital investment.
 | Site branding is considered on a case-by-case basis. As a result, corporate branding has been introduced (or is in the process of installation) in the following key sites:* James Cameron Community Centre
* Nairn Library
* Ben Nevis Visitor Centre
* Lochaber Leisure Centre
* Inverness Botanic Gardens and Nursery directional signage
* Ferrycroft Visitor Centre
* Dingwall Leisure Centre

Site branding is in the design/installation stages for the following key sites:* Strathpeffer Pavilion – being updated to include HLH branding within signage
* Highland Folk Museum – Map signage within the site is being updated
* Inverness Museum and Art Gallery Main signage refreshed to include HLH corporate branding
* Inverness Leisure – continued phased replacement to HLH branding
* East Caithness Community Facility – HLH branding on entrance windows
* Golspie Swimming Pool – replace ageing and faded signage
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| Marketing toolkit1. Ensure consistent and appropriate use of the marketing toolkit.
2. Identify new templates required and apply the brand appropriately.
 | The marketing toolkit continues to be used across the organisation under the guidance of the Marketing, PR & Communications (MPRC) Team.Permission to photograph forms have been updated to include requirements for GDPR and retention schedules since the last update.  |
| Digital Communications | Website1. Liaise with the ICT team to co-ordinate the development of the new company website.
2. Liaise with all HLH services to agree the functionality and content required for each service.
3. Manage the contract with the supplier to ensure that the website is developed on time, within budget and to the specification required.
4. Monitor the implementation of the website to ensure that it meets customer needs and arrange for any updates or changes as required.
5. Monitor the content management of the website by each service.
 | New online corporate themes for the charity’s website highlifehighland.com are being developed to give a cleaner and fresher look and feel to the site.New themes in development for: - Music Tuition Service - High Life Highland.org - Canal ParkStructural developments to the website have also continued. Such developments have included online booking facilities across leisure sites for fitness classes. These changes have been received positively by both customers and staff who, as a result of the changes have witnessed reducing queueing and speed of customer traffic through reception, particularly at peak times.The existing website is currently being split into two areas with all customer facing elements being hosted on highlifehighland.com and all corporate information being hosted on highlifehighland.org. This will result in a faster and slicker experience for the online end-user (of both sites). As part of the next development phase online joining for the high**life** membership scheme will be introduced which will further improve the customer journey/joining experience for new members.The introduction of online joining will provide a quick and easy process for customers to purchase memberships allowing them the ability to pay up front or sign up to a direct debit. It also means that revenue can be generated outside traditional opening hours and will have the added benefit of reducing pressure on reception desks particularly at peak times.  |
| Email marketing1. Ensure that all service staff are proactively encouraging customers to give permission for their email addresses to be added to our databases.
2. Segment groups of customers relevant to individual promotions.
3. Send specific campaign information to segmented customer markets.
4. Devise online surveys using ‘Survey Gizmo’ as required to gain customer feedback. (an online survey platform that allows comprehensive reporting and data analysis)
5. Analyse the feedback and act on the findings.
6. Ensure customers are informed of our response to their feedback.
7. Use ‘Mailchimp’ to enable customers to sign up for a range of HLH information.
8. Ensure the information is sent to those requesting it.
 | As a result of a proactive campaign to collect customer/member email addresses, the email marketing database is now reaching an audience of c.53K across leisure, library, visitor attraction and summer programme (School’s Out) databases. E-mail databases are used to support promotional campaigns and are tailored to suit the targeted audience or demographic. HLH has taken advice on GDPR and the impact on the charity’s mailing lists. As a result, all subscribers have been given the opportunity to remove their details from our lists in line with the new legislation. There has been no significant rise in individuals unsubscribing from the HLH mailing list as a result.Over the past 12 months 838,000 promotional emails have been delivered across the HLH database with 198,884 (23.73%) of those being opened and 16,794 (8.44%) links clicked. |
| Social media1. Determine which sites are most beneficial to post to and when to post to them.
2. Decide how large the social media presence should be.
3. Identify the right metrics to use to measure progress towards social media goals
4. Set out how and why to engage current and potential customers online.
5. Set up and manage the company’s Facebook presence.
6. Set up and manage the company’s Twitter presence.
7. Arrange for the integration of a YOUTUBE channel into the website.
8. Assess FLICKR, Instagram, Snapchat, Vine and WhatsApp to determine which channel is the most appropriate for HLH customer engagement.
9. Set up and manage the use of Trip Advisor in Highland Folk Museum, Inverness Museum and Art Gallery, Inverness Botanic Gardens, Ferrycroft Visitor Centre and Ben Nevis Visitor Centre.
10. Devise social media plans for each individual platform.
11. Ensure the ongoing adherence to the company’s social media policy by all HLH staff.
 | The main social media platforms in use by HLH are:* Facebook;
* Twitter;
* YouTube;

Twitter is being rolled out across each service. To date the expansion of the individual HLH Twitter accounts has been introduced successfully to Sport, Inverness Botanic Gardens and Nursery and Archives. Further rollout to Libraries, Leisure and Youth is scheduled over the coming months.The Year of Young People Highland twitter feed is also being managed by HLH.Other platforms are currently under consideration for use/rollout to selected appropriate services across HLH.One such platform is **Instagram** which is currently being piloted by the Youth team as part of the YOYP.Examples of social media reach will be presented to the Board meeting. |
| Analytics1. Use Google Analytics to monitor the performance of variables such as advertising and campaign performance, audience characteristics and behaviour, sales leads and conversion.
2. Use Facebook user insights to monitor the success of campaigns through the following:
3. monthly fan size growth;
4. the average number of likes or comments;
5. unlikes and attrition rate;
6. demographics;
7. page views;
8. mentions.
9. Develop the use of Hootsuite Pro to establish who is reading, responding to and reposting HLH social media traffic.
 | Google Analytics continues to be used across highlifehighland.com and all associated websites.Facebook Business Manager continues to be used to monitor user behaviours on the Facebook platform.Examples of the analytics used by HLH will be presented to the Board meeting. |
| Press and public relations | 1. Maintain a close working relationship with THC’s Press and Communications team.
2. Work with Heads of Service and Principal Managers to identify opportunities to actively place stories and features in publications in support of HLH service activities and achievements.
3. Engage and manage the services of a media monitoring company to maintain a library of press and media coverage and to evaluate the success of HLH PR activity.
 | The media monitoring service is now operated internally using existing staffing resources to identify any coverage of HLH in the media and/or online. The new system continues to monitor:* Publication;
* Reporter/Journalist;
* Number of clippings;
* Page coverage (in ¼ page equivalent);
* Positive/Negative/Neutral.

The above information is presented to Senior Management in the format of a weekly Media Bulletin.Since the last update press coverage has been the equivalent of **34 full pages** of coverage relating directly or indirectly to HLH. A member of the MPRC Team has also been made available to attend any meetings held by Principal Managers in order to ensure a consistent message and understanding of projects to/from that particular Service. |
| Advertising | 1. Assess advertising opportunities on a case by case basis to ensure that any advertising spend delivers value for money.
2. Minimise the use of traditional display advertising that is not carefully targeted or easily measured.
 | There remains a focus on the use of cost-effective, targeted advertising using social media.Campaigns include* *Volunteer and Staff Awards public nominations*

Reach 14,460, Impressions 18,981 resulting in 748 link clicks and 42 completed entries Cost of campaign = £50* *Outdoor activities Easter campaign*

Reach 7,531 Impressions 44,681 resulting in 918 link clicksCost of campaign = £150* *ABBA tribute night Strathpeffer Pavilion*

Reach 25,894 Impressions 106,576 resulting in 377 link clicksCost of campaign = £250An advertorial is being run for two weeks in the Ross-shire journal to promote Strathpeffer Pavilion featuring weddings and upcoming events.  |
| Direct marketing and mailing | 1. Establish databases of key customer groups.
2. Maximise on the use of electronic communication to these direct markets.
3. Identify occasions that would benefit from door drop marketing.
4. Designate the geographic area for the campaign and arrange for leaflets to be delivered.

  | No direct mail campaigns have been undertaken since the last report.All campaigns have been supported digitally as part of the *digital first ethos*.  |
| Events and exhibitions | 1. Identify key events at which HLH services can be showcased.
2. Create, maintain and manage the distribution of an event toolkit that can be used indoors and outside.
3. Develop a range of promotional giveaways that can be distributed at events and as part of individual campaigns.
 | An agreement has been reached with Moray Firth Radio (MFR) to run and promote a wedding Fair at Strathpeffer Pavilion during October 2018. The Spa Pavilion will be the only venue present at the Wedding Fair and will offer HLH staff an opportunity to showcase the weddings services offered at the historic venue. Further, MFR has agreed to hold their annual MFR Awards for 2018 at Strathpeffer Pavilion in September. This is a popular and prestigious event with a large focus on raising funds for the MFR Charity ‘Cash for Kids’.Both events will be heavily promoted on-air by MFR in the weeks leading up to the specific event therefore raising the profile of the Pavilion as a venue to a wide audience across the Highlands.Being the exclusive venue provider at the MFR wedding fair provides HLH with the opportunity to market a ‘special offer’ for venue bookings made on the day to encourage conversion Branded merchandise has been ordered with a dual purpose to support membership promotions and provide a Highlife branded retail offering to customers.The initial products are sports bags, water bottles and microfiber towels. Further samples of other branded merchandise items for example beanie hats have been ordered and dependant on the success of the initial offering will be introduced thereafter.   |
| Marketing toolkit | 1. Ensure all HLH staff are using the following marketing toolkit:
2. Poster
3. Newsletter
4. Certificate
5. Notice
6. Leaflet
7. Timetable
8. Activity booking form
9. Powerpoint slide
10. Presentation pack cover
11. Identify additional templates that may be required and arrange for their design and addition to the toolkit.
 | All staff continue to be encouraged to use the HLH Marketing Tool kit.The following collateral is being developed using the brand guidelines and toolkit:* Outdoor activities aimed at the schools residential market promotional concertina;
* Inverness Castle Viewpoint – banners;
* Strathpeffer Pavilion tea dance posters on HLH empty belly poster format;
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| Membership marketing and sales promotions | 1. Develop membership marketing and sales promotions for the following as required:
2. New services (for example digital newspapers)
3. Pilot initiatives (for example Love to Swim)
4. Special projects (for example You Time);
5. Existing services (for example researching your family history).
6. Maximise on the use of email, social media and direct marketing in each promotion.
7. Work with the HIE appointed consultant to design and host a marketing seminar with SMT for the purposes of identifying key actions to develop the High Life membership scheme and to increase sales.
8. Update the High Life work streams document to reflect the outcome of the seminar.
9. Oversee the implementation of the work streams.
10. Review the outcomes and monitor sales levels in response to the actions implemented.
 | A joint promotion between Facilities and Culture called **‘Commit to get fit’** was run during February at the Inverness Castle Viewpoint. Visitors were asked to climb to the top of the view point and post a ‘selfie’ having counted the numbers of stairs from bottom to top (building in activity to the visit). At the end of their visit they were entered into a draw for an annual high**life** card as well as receiving a 7-day free pass for any High Life facility. During the same period two open-door weekends took place at the Inverness Castle Viewpoint where visitors were able to access the visitor attraction. The free-access weekends were supported by an email and social media campaign.Results of the promotion: * 2264 people visited the viewpoint over the 8 days;
* 102 seven day passes were redeemed primarily in the Inverness area from February – April;
* Over 100 selfie entries were received on Facebook and twitter.

Survey Gizmo continues to be used for obtaining internal/external feedback and facilitating promotionsThe ‘*digital first ethos*’ continues to be implemented across all services.A promotions group has been set up which includes representatives from the MPRC, Facilities, Commercial and ICT teams to identify opportunities for working together across services to support new initiatives and ensure a structured approach to promotion, advertising, collateral provision, systems and awareness of potential conflicts and advantages. The group is in early stages of development – but the benefits of the group are already been commented upon by those involved.  |
| Photography | 1. Build and manage the bank of high quality photographic images which communicate the company’s key messages and which will be used to promote HLH services across all media.
 | The bank of images has continued to be increased. The MPRC team are identifying a Digital Asset Management system as part of a wider system development project which will enable images to be stored with copyright permissions etc. Other benefits include each user being assigned access rights, such as read-only or full control and a history of image use whilst easily storing and sharing larger files. This will relieve pressure on email inboxes becoming full with large image files. |
| Newspapers, television and radio | 1. Maintain proactive working contact will all local newspapers, radio stations and television stations.
2. Identify opportunities to engage with the relevant media contacts as part of individual campaigns or promotions.
 | The MPRC team continue to work with colleagues across the services to identify press and media opportunities.All media releases or requests are passed though the MPRC team for approval and newsworthy stories are requested on a regular basis from principal managers and their teams. |
| Sponsorship, advertising and contra deals | 1. Identify opportunities to secure partnerships with third party and commercial organisations to progress sponsorship, advertising and contra deal packages.
2. Maintain an overview of the activity of all HLH staff to ensure that they are operating within the company’s policy and guidelines for sponsorship, advertising and contra deals.
3. Manage the relationship with the marketing departments of companies with whom sponsorship, advertising and contra deal agreements have been reached to ensure that the terms of the agreements are realised.
 | Partnership and sponsorship opportunities are being used to best advantage and have contributed positively to the charity. The most recent partnership agreement has been agreed with Dicksons of Inverness who are a family run business and well-known name in the Forres area since 1961 and in Inverness since 1992.As part of the agreement two cars will be provided to be used as ‘pool vehicles’ for HLH staff helping to reduce travel costs and expenses across the charity. Dicksons will receive product placement opportunities at HLH sites for example at Inverness Leisure, the MFR Highland Home show and Inverness Highland Games. They will also be featured within HLH quarterly e-blasts to the High Life Highland database.Sponsorship has been attracted for the Volunteer and Staff awards this year with six companies sponsoring the volunteer and public nomination awards. The Commercial Manager has secured the following companies: Sportsmax, Saffrey Champness, Aqua Leisure, Booker, Dynam and Excel Vending. |
| Print | 1. Encourage all HLH staff to minimise the use of printed promotional material.
2. Identify opportunities to maximise the use of digital communications.
3. Work with the Finance Manager and service staff to further reduce the costs of managed print.
4. Focus any spend on managed print in support of increasing customer numbers at the company’s visitor attractions and on increasing High Life membership sales.
 | In line with the ‘*digital first ethos*’ – print has been kept to a minimum during this period.Despite a strong move to digital media, there are occasions in HLH when collateral still requires to be printed. Since the last update HLH has printed a Wedding Brochure for Strathpeffer Pavilion; seven day leisure passes and collateral for promoting events and meetings for Canal Park and Strathpeffer Pavilion for the Commercial Manager to use at VisitScotland Expo. |
| Research | 1. Identify research that would provide key data to inform the development of specific marketing and sales activities to increase High Life membership sales, increase visitor numbers at HLH tourism centres and enhance service delivery.
2. Determine the most appropriate and cost effective method to undertake the research.
3. Complete the research, analyse the findings and act on the results.
4. Work with the HIE Specialist Advisor to complete the Price Sensitivity analysis of High Life.
5. Use the findings of the report to inform future price change recommendations.
 | The online membership cancellation survey continues to form part of a market-research process to identify the reason(s) that individuals cancel their High Life Memberships. The information from this system will be co-managed by the MPRC Team and the central High Life Team. Additionally, the information will also be used by the Promotions Group to identify areas of opportunity to promote high**life** initiatives across the Highlands.  |
| Inverness Castle Project | 1. The project’s vision is of Inverness Castle becoming an international quality visitor attraction that celebrates the spirit of the Highlands past, present and future: its creativity, well-being, culture, heritage and natural environment; attract new and returning visitors to the area; is embraced by the people of the Highlands; and inspires all to visit other parts of the Highlands.
 | HLH is being funded by the Inverness Castle project to supply a project-specific marketing officer to assist the Project Manager with the marketing and communications aspects of the project.A substantial amount of work has been undertaken since the post holder took up position in January 2018. This has included:* Contribution to the overall Inverness Castle Project development
* Working with project partners to develop a marketing and communications plan/ protocol
* Coordination of the City Region Deal aspects associated with Inverness Castle Project
* Commencement of stakeholder engagement
* Undertaking ‘learning journeys’ to a number of similar visitor attractions
* Commenced scoping the digital aspects of the project
* Substantial preparatory work associated with the announcement of the Bridge Street purchase as part of the wider castle development

Furthermore, a tender is currently being prepared by HLH to commission a piece of work on audience research to support the marketing and communications plan and business case as the Inverness Castle project moves forward. |