

MARKETING AND COMMUNICATIONS PLAN - Report by Chief Executive

Summary

The purpose of this report is to present Directors with the final draft Marketing and Communications Plan for High Life Highland.

It is recommended that Directors comment on and approve the Marketing and Communications Plan.

1. Business Plan contribution

- 1.1 This report will contribute to the following outcomes within the High Life Highland (HLH) Business Plan 2012 - 15:
- i. Increase awareness of our products and services;
 - ii. Increase customer satisfaction;
 - iii. A positive company image;
 - iv. A growing company; and
 - v. Financial sustainability.

2. Background

- 2.1 The structure and contents of the draft Marketing and Communications Plan for HLH were presented to Directors for comment at the High Life Highland Trading Company meetings on 27 September and 6 December 2012 and on 27 March 2013. Directors were asked to comment on both the proposed structure and draft text and to highlight any changes or additions they would recommend.
- 2.2 The Marketing and Communications Manager has incorporated the feedback received into the ongoing development of the Plan and this report presents the final draft for comment and approval **Appendix A**.

3. Implications

- 3.1 There are no new resource or risk and no legal implications arising from this report.

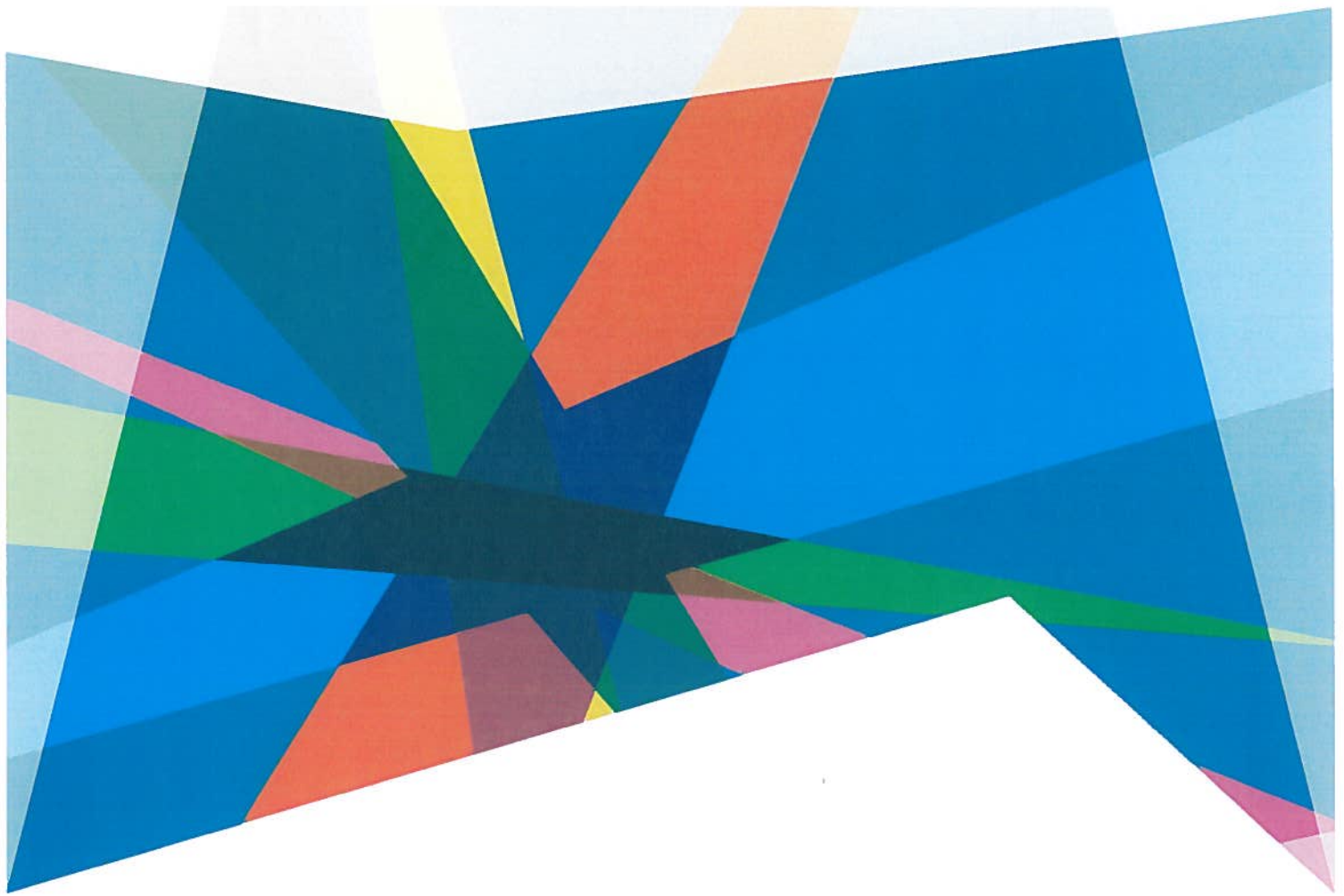
Recommendation

It is recommended that Directors approve the final draft of the Marketing and Communications Plan.

Signature:

Designation: Chief Executive

Date: 6 June 2013



High Life Highland

Marketing and Communications Plan Plana Margaideachd agus Conaltraidh

2013 - 2015



HIGH LIFE HIGHLAND - MARKETING AND COMMUNICATIONS PLAN

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Executive Summary

High Life Highland (HLH) is a Charity registered in Scotland and a Company Limited by Guarantee, wholly owned by The Highland Council (THC). The Company was established on 1st October 2011 to deliver a Highland wide suite of Community Learning and Leisure Services on behalf of THC.

High Life Highland wishes to be recognised and respected as the leading organisation in the area for developing and promoting opportunities in culture, learning, sport, leisure and health and wellbeing.

A robust and well executed marketing and communications plan is recognised as being integral to achieving this ambition. The marketing and communications plan covers the period 2013 – 2015.

An annual budget of £100,000 has been identified to support the delivery of the marketing and communications plan which fulfils three main functions for HLH:

- i. to attract more customers to use the Company's services and to encourage them to do so more often;
- ii. to increase the amount of income generated;
- iii. to positively raise the profile of the Company and its work.

In year one of the plan (2012), marketing activity and expenditure has focused on developing the structural elements of the Company's marketing requirement, including brand establishment and building, the production of a suite of marketing and promotional 'toolkit' items, the first phase development of the HLH website and the introduction of the HLH 'App'.

In 2013/14 and 2014/15 the plan will focus expenditure and activity on the introduction of the fully featured HLH website, on increasing visitor numbers and spend per head at HLH's visitor attractions and on maximising income from development of the High Life membership scheme.

The actions outlined in the marketing and communications plan will consolidate and unify the Company's marketing and communications activities into a set of coordinated, effective, manageable and measurable tactics which will grow customer numbers, deliver more people, more often, build brand and product awareness, maximise on income generation and ensure consistent communication of the Company's key messages.

The marketing and communications plan will be measured at a service-by-service level on a quarterly basis as part of the Company's operational plan reporting process.

Company-wide marketing and communications tactics will be measured and reported on an equivalent basis by regular review of the marketing operational plan.

1. Introduction

1.1 High Life Highland

High Life Highland (HLH) is a Charity registered in Scotland and a Company Limited by Guarantee, wholly owned by The Highland Council (THC). The Company was established on 1st October 2011 to deliver a suite of Community Learning and Leisure Services on behalf of THC. In delivering these services, HLH fulfils its main business purpose of ensuring the Council meets its Public Service Obligations (PSOs) as laid out in the Service Delivery Contract (SDC) between the two parties.

To help HLH deliver those parts of its business that are not charitable by nature, it has a Trading Company (a Community Interest Company), the profits from which are gift aided to the Charitable Company to assist with its purposes.

1.2 Ambition

HLH's ambition is to be recognised and respected as the leading organisation for developing and promoting opportunities in culture, learning, sport, leisure, health and wellbeing.

A robust and well executed marketing and communications plan is recognised as being integral to achieving this ambition.

1.3 Business Outcomes

Nine business outcomes have been derived from the Company ambition. The business outcomes will direct the work of its staff over the period 2012 to 2015. The business outcomes of HLH are:

- i. delivery of the contract with THC
- ii. safety and environmental compliance
- iii. increased awareness of our products and services
- iv. increased customer satisfaction
- v. increased staff satisfaction
- vi. a positive company image
- vii. a growing company
- viii. increased financial sustainability
- ix. increased internal collaboration

These business outcomes have been formulated and agreed by the Board of HLH following a series of meetings and consultations with staff and have shaped and informed the development of operational plans for each of the nine services.

The operational plans govern the day to day activity of each of HLH's areas of work which in turn informs and helps to direct marketing and communications activity for the Company.

Service-by-service operational plans can be found at the following link:

<http://highlifehighland.com/secure/board/hlh-business-plan>

1.4 Operations

HLH has an annual turnover of circa £21M, of which approximately £15M comes from THC to deliver the Service Delivery Contract (SDC). The balance is from earned income and external grant income. The overriding financial objective of HLH is to ensure that the Company achieves financial sustainability in the short, medium and long term.

HLH's financial sustainability needs to be achieved in the face of a number of significant challenges, including an already planned for reduction in the Services Fee paid by THC for the period 2013/14 and 2014/15.

The Company employs staff in a wide variety of posts, from entry-level to skilled craftspeople, professional and senior managerial. In total, there are 293 full-time and 371 part-time staff; equating to 485.9 full time equivalent posts. In addition the Company employs 780 relief and sessional staff. Almost 75% of the Company's resources are invested in its staff and the Company acknowledges that, to achieve its stated ambitions, staff must be engaged and motivated. HLH's work is further supported by a Highland-wide network of around 1000 volunteers.

1.5 New Technology

The emergence of new technologies and communications platforms in recent years presents HLH with marketing and communications challenges and opportunities in almost equal measure. New technologies offer more and better ways to build and develop customer relationships, reduce costs and increase efficiency. Conversely, if not embraced appropriately and adopted in a structured and sensible way, these same technologies will present a real threat to the Company's reputation, its ability to generate income and its relationship with customers.

Almost every aspect of the Company's business is impacted on by new technology. The Company has almost 200 staff bases and over 600 computer users spread throughout the Highlands, therefore developing an effective connection between the Information Communications Technology (ICT) and marketing and communications functions within HLH is vital in delivering the marketing and communications plan for the Company.

1.6 Health Promotion and Health Improvement

A focus on health promotion and improvement underpins the work of HLH's nine services. The Company is proud of its pivotal role in supporting and maintaining the health of Highland residents.

The Company also recognises the change of emphasis at both local and national level, in favour of preventative interventions that improve and maintain physical health, reduce social isolation and promote mental wellbeing.

There is a move away from provision of health and social care services being delivered solely by health boards and local authorities, towards the design of new interventions delivered by multi-disciplinary, multi-agency services which are embedded within communities. HLH is ideally positioned to support the delivery of this new approach.

1.7 High Life Development

The Company recognises that the High Life membership scheme is crucial to achieving financial sustainability and to achievement of the marketing and communications plan objectives.

The MCM will work with HLH Heads of Service (HOS) to better articulate the benefits of the existing High Life membership scheme to, and will play a key role in further development to increase its attractiveness to existing and potential customers.

1.8 Gaelic

The Company recognises the importance of Gaelic in the life and culture of the Highlands and will ensure that marketing and communications tactics support the THC Gaelic Language Plan. The THC Gaelic Language Plan aims to increase the use and profile of Gaelic and to ensure that the interests of Gaelic are taken into consideration within its spheres of influence

1.9 Marketing and Communications

HLH recognises the contribution that effective marketing and communications will play in helping the Company to achieve its business outcomes.

As a new company, it is vital that HLH builds and develops its brand to sit positively in the minds of its customers, staff and key stakeholders.

A commitment to excellence in customer service, to delivering quality services and a clear focus which matches the allocation of resources to the achievement of measurable outcomes will inform the development and implementation of the marketing and communications plan across the Company.

2. Background Information

2.1 The Role of Marketing and Communications in HLH

The role of marketing and communications in HLH is threefold:

- i. to attract more customers to use the Company's services and to encourage them to do so more often;
- ii. to increase the amount of income generated;
- iii. to positively raise the profile of the Company and its work.

The actions outlined in the marketing and communications plan will consolidate and unify the Company's marketing and communications activities into a set of coordinated, effective, manageable and measurable tactics which will grow customer numbers, deliver more people, more often, build brand and product awareness, maximise on income generation and ensure consistent communication of the Company's key messages.

2.2 The Role of the Marketing and Communications Manager

The Marketing and Communications Manager (MCM) is responsible for developing and implementing the HLH marketing and communications plan, and for ensuring that it contributes to the achievement of the ambition and business outcomes of the Company. The MCM reports to the Head of Business and has a Companywide remit.

The MCM works across all nine of the Company's services, liaising with staff to ensure marketing and communications activities are appropriate, coordinated and delivered within budget. The MCM works closely with HLH's ICT Manager to maximise the use of ICT in identifying and communicating with the Company's customers and potential customers, and to ensure that the Company's leisure and library customer relationship management systems (Gladstone 'Plus 2' and TALIS) contribute positively to the achievement of HLH's business outcomes.

The MCM is responsible for managing and developing relationships with the Company's external design and website agencies, local and national media, public relations and communications teams of national and local partner agencies and with key external partners such as THC, NHS Highland, the Scottish Government and sportscotland.

2.3 Budget

A budget of £100K has been identified to support the delivery of the marketing and communications plan. This budget is additional to the resources set allocated to fund the MCM role.

In 2012/13 much of this £100k budget was focused on establishing structural elements of the Company's marketing and communications requirements; from brand building and the production of a suite of marketing and promotional 'toolkit'

items, preparatory work for the development of the Company's fully featured (V2) website and the introduction of the HLH 'App'.

In 2013/14 and 2014/15 the marketing and communications budget will be focused on delivery of the full (V2) HLH corporate website, roll-out of the HLH mobile 'app', promotional and communications campaigns and activities which will increase user numbers across all nine services and which will support income generating initiatives across the Company's leisure facilities.

An outline budget for 2013 to 2015 is attached at **Appendix A**.

2.4 Approach

In year one of Company's existence the plan and budget expenditure has focused on developing the structural elements of the Company's marketing requirement, including brand building, the production of a suite of marketing and promotional 'toolkit' items, the first (V1) phase of the HLH website and the introduction of the HLH 'App'. These activities will support the promotion of all nine of the Company's services on an on-going basis with tactics and expenditure being employed as required to achieve service specific outcomes as they emerge.

In 2013/14 and 2014/15 the plan will focus expenditure on website development, increasing visitor numbers and spend per head at HLH's visitor attractions and on maximising income from development of the High Life membership scheme.

2.5 Scope

The marketing and communications plan covers the period 2013 – 2015.

3. Situation Analysis

3.1 Current Situation

An overview of the current level of competition in the provision of each of the nine services delivered by HLH is shown below.

Sole – sole provider

Main – minimal competition in Highland area

Partner – HLH works alongside providers in area

Minority – numerous other providers in Highland area

Service	Aims	Status
Adult Learning	To ensure a range of targeted, local opportunities for personal and social development	Partner
Archives	To manage, preserve and promote access to the Highlands' records and archives	Main
Arts	To provide access to and to promote participation in arts experiences	Partner
Leisure Facilities	To provide local, specialist venues, staff and activities to promote sport, leisure and learning	Main
Libraries	To provide reading and information services to support the educational, cultural and recreational needs of all	Sole
Museums	To provide a specialist service that conserves, interprets and celebrates the heritage of the Highlands	Minority
Outdoor Education	To allow people to learn by participating in outdoor pursuits through the provision of specialist staff, centres, training and safety recording systems	Minority
Sport	To increase the number of people taking part in physical activity and to improve performance	Partner
Youth Work	To empower young people to become successful, confident, responsible and effective through the work of specialist staff and the provision of targeted activities	Main

3.2 Demographics

The Highlands comprise one third of the Scottish landmass and include 14 inhabited islands. The area has outstanding natural heritage supported by a number of statutory designations to protect the quality of the environment.

The population has grown over the past ten years at a higher rate than for Scotland as a whole, but has not been spread evenly across the Highlands. Areas with high population growth include the Inner Moray Firth area, Nairn, Badenoch & Strathspey and the Isle of Skye.

The population is dispersed; only 25% live in settlements of over 10,000 people; around 26% live in super sparse areas (more than 25 miles by road from any settlement with a population of 7,000); and 40% of the population live outside settlements of over 1,000 people.

The table below provides detail of the Highland population:

Area	2011 Population*
Badenoch & Strathspey	12,983
Caithness	25,160
Inverness	74,945
Lochaber	19,286
Nairn	12,344
Ross & Cromarty	51,451
Skye & Lochalsh	12,681
Sutherland	13,520
Highland	222,370

(* Source: Highland Council planning and development services Sep.2011)

In keeping with the demographic profile of Scotland, the population is ageing. Recent projections indicate that by 2035, the population aged over 75 years might double and account for 15.5% of the total; that the population aged 0-15 might increase by 9.5% and account for 16.7% of the total, with a slight reduction in the number of 30 to 65 year olds. Positive signals come from increases in the number of births in Highland over the past five years and in the growth among younger migrants to the area. The balance of the population varies across the Highlands, with the most imbalances in Skye, Wester Ross, Caithness and Sutherland each of which have a relatively low number of people aged 16-44yrs.

There are a number of areas within the 20% most deprived in Scotland (from the Scottish Index of Multiple Deprivation) within HLH's operating area and which are served by HLH facilities and services:

S01003926 Alness
S01003922 Alness
S01003928 Alness
S01003907 Dingwall
S01003730 Fort William South
S01003817 Inverness Ballifeary and Dalneigh
S01003853 Inverness Central
S01003839 Inverness Central
S01003793 Inverness Hilton
S01003860 Inverness Merkinch
S01003862 Inverness Merkinch
S01003849 Inverness Merkinch
S01003845 Inverness Muirtown
S01003833 Inverness Muirtown
S01003796 Inverness Drummond
S01003855 Inverness Merkinch
S01003924 Invergordon
S01003935 Seaboard Caithness
S01003937 Seaboard South
S01003985 Wick North
S01003976 Wick South
S01003984 Wick North
S01003977 Wick South
S01003978 Wick South
S01003971 Caithness South

3.3 Swot Analysis

The SWOT analysis undertaken in the process of developing the HLH Business Plan is shown below.

STRENGTHS <ul style="list-style-type: none">• Committed, professional workforce• Service well thought of by public• Resources broadly in place to deliver expected levels of service• Strong and experienced Board of Directors on Charity and Trading Companies• Spread of staff and facilities across the area• Consistency of core income streams from THC and customers	WEAKNESSES <ul style="list-style-type: none">• Reliance on management fee• Reliance on building maintenance by THC• Lack of direct control over property maintenance and ICT• Groupings of staff making the transition at differing speeds/levels of enthusiasm• Administrative/clerical support not all in the best locations for the support of business• Lack of understanding by the public of the move of services to HLH and that other standalone ALOs exist
OPPORTUNITIES <ul style="list-style-type: none">• Speed of decision making• Ability of Senior Management Team to focus on only HLH activities• Increased income from trading activity• Capital developments and refurbishments• Planning for integration (THC and NHS) Changes to services• Expansion of business• Ability to access funding not available under THC	THREATS <ul style="list-style-type: none">• A deteriorating building stock• Local Government elections 2012 (loss of collective history/agreement)• Reducing management fee from THC• Over-reaching/lack of focus/prioritisation• Parts of the organisation feeling marginalised or “left behind”• Over attention on income generating elements of the company

Separate SWOT analyses for each of HLH’s nine services can be found at the following http://highlifehighland.com/uploads/board/media/APPENDIX_SWOT_ANALYSES_FOR_WEB.pdf.

3.4 PEST Analysis

The PEST analysis undertaken in the process of developing the HLH Business Plan is shown below.

Political	Economic
<ul style="list-style-type: none"> • NHS Highland / THC Lead Agency Agreement • Single Outcome Agreement THC / Scottish Government • THC's Corporate Plan • THC's Education Culture and Sport, Health and Social Care service plans • For Highland Children's Plan [FHC4] • NHS Highland Corporate Plan and HEAT targets • HLH Business Plan • National governing bodies' corporate plans / priorities • Scottish Government Strategic Objectives (Healthier; Smarter; Greener) • Proactive advisory role to THC • Changing neutral political scene • Scottish Government Commission on future delivery of public services • Scottish Government Single Outcome Agreement 	<ul style="list-style-type: none"> • National economic forecast • THC budget savings process • Effect of Welfare Reform v's pressure to increase prices • Financial pressure on local organisations and potential partners • Requirement to raise levels of income • Growing Energy Sector in the area • Mixed geographical pattern of growth and decline • Population drift • Encouraging return to the area • Recognising reducing spend of individuals/families • Partnership working to maximise resources • Targeted programmes/areas of multiple deprivation • Importance of tourism and events
Social	Technological
<ul style="list-style-type: none"> • NHS / THC prevention agenda • 'For Highland's Children 4' • Ageing demographic • Increasing customer expectations • New wave of new language migrants expected with expansion of EU to Romania. • Inequalities of access to learning • Personal inequalities at the end of school life • Health inequalities • Mental Health issues • Care/Support for elderly • Healthy Weight • Drugs education • Gaelic as a unique selling point • Physical Activity 	<ul style="list-style-type: none"> • Online developments • Mobile technology • Availability or otherwise, of broadband • Technology contract preparation • Speed of development of technology • Use and need for refresh of appropriate support systems • Pathfinder North – the supply of Broadband across the area • Increase in remote access to learning • Growth in the social media sector

4. Marketing Plan

4.1 Service Definition

Adult Learning – The service provides a range of targeted, local learning opportunities for personal and social development for learners who are 16+ years of age and have left school. The service is delivered across three HLH Learning Centres – the Brora Learning Centre, the Macphail Centre in Ullapool and the Black Isle Virtual Learning Centre.

Archives – The service manages preserves and makes accessible the archive collections in the care of THC and provides a Records Management Service. The service is delivered across four archive centres, located in Caithness, Lochaber, Skye & Lochalsh and the Highland Archive Centre at Inverness which also includes a Conservation Unit and a dedicated Family History Centre.

Arts – The service, which provides access to and promotes participation in arts experiences, comprises 3 sections; the Creative Learning Leader develops and delivers creative learning opportunities in schools across the Highlands, contributing to delivering the Curriculum for Excellence. The Exhibitions Unit programmes Inverness Museum and Art Gallery and a further 3 visual arts galleries; Swanson Gallery, St Fergus Gallery and Iona Gallery, with high quality, touring art exhibitions. The Traditional Music coordinator delivers a programme of progressive traditional music classes, for adults and children, in the Inverness area

Leisure Facilities – The service provides affordable, flexible access to facilities such as swimming pools, sports halls and gyms and services such as the 'High Life' membership scheme, learn to swim programmes, exercise classes and after school activities. The service is delivered through 19 HLH leisure sites across the Highlands. The service also includes a number of community centres across the Highlands as well as the Inverness Floral Hall and Gardens.

Libraries – The service provides reading and information services to support the cultural, educational and recreational needs of all. The service is delivered through a network of 61 community and school libraries, 8 mobile libraries and via a comprehensive suite of online services.

Museums – The service conserves, interprets and celebrates the heritage of the Highlands. The service is delivered across two main sites; Inverness Museum and Art Gallery in Inverness and the Highland Folk Museum in Newtonmore and three local heritage centres.

Outdoor Education – The service works to build the capacity of school and community staff to deliver 'Adventurous Activities' – part of the Curriculum for Excellence through Outdoor Learning. The service is also responsible for managing the 'off site excursions' safety management system for THC and for the running of three outdoor education centres.

Sport – The service works to increase the number of people taking part in physical activity and to improve sporting performance. The service is delivered across the Highlands by HLH staff including Active Schools Coordinators and specialist sports development staff.

Youth Work – The service provides specialist staff and targeted activities which aim to empower young people to become confident, responsible and effective. The service is delivered across the Highlands by HLH staff. The service also supports the work of the Highland Youth Convenor.

4.2 Customer Definition and Target Markets

4.2.1 The Company's customers can be defined as follows:

- i. Residents of The Highland Council's administrative area
- ii. People travelling or studying in the Highlands

For the purposes of the marketing and communications plan, customers are defined as anyone interacting with any of the Company's services.

4.2.2 Service-By-Service Customer Definition

Adult Learning – Adults who are 16+ years of age and have left school.

Archives - People of all ages, family and local historians, academic and recreational researchers, THC, Health and Social Care Partnership, private depositors.

Arts – Primary and secondary schools, adults of all ages, children, families, young people, visitors to the area, THC Education Culture and Sport Service.

Leisure Facilities - Primary and secondary schools, adults of all ages, children, families, young people, visitors to the area, THC Education Culture and Sport Service

Libraries - Primary and secondary schools, adults of all ages, children, families, young people, visitors to the area, THC Education Culture and Sport Service.

Museums - Adults of all ages, children, families, young people, visitors to the area, schools, higher education establishments, special interest groups.

Outdoor Education – School & community staff, school & youth groups, sports clubs and associations.

Sport - Schoolchildren, sports clubs & associations, club coaches, sports people

Youth Work - Young people (aged 11-26)

4.3 Positioning

HLH aims to position itself as “The leading organisation in the Highlands for the development and promotion of opportunities in culture, learning, sport, leisure, health and wellbeing”.

Service specific positioning statements are as below:

Adult Learning

Working in partnership to ensure a range of targeted, local opportunities for personal and social development.

Archives

The leading on the management, preservation and promotion of access to the Highlands’ records and archives.

Arts

Working in partnership to enable access to and promotion of participation in arts experiences.

Leisure Facilities

A leading provider of local, specialist venues, staff and activities for the promotion of sport, leisure and learning.

Libraries

The leading provider of information services to support the educational, cultural and recreational needs of all.

Museums

A specialist service that conserves, interprets and celebrates the heritage of the Highlands.

Outdoor Education

Working in partnership enabling young people to participate in outdoor pursuits through the provision of specialist staff, centres, training and safety recording systems.

Sport

Working in partnership to increase the number of people taking part in physical activity and to improve performance.

Youth Work

A leading provider of initiatives which empower young people to become successful, confident, responsible and effective through targeted activities and the work of specialist staff.

4.4 Marketing Objectives

The HLH marketing and communications plan has 3 main objectives:

- i. to attract more customers to use the Company's services and to encourage them to do so more often
- ii. to increase the amount of income generated
- iii. to positively raise the profile of the Company and its work.

4.5 Marketing Activity

At a company-wide level, the initial focus of marketing activity in 2012 /13 has been on establishing structural elements of the Company's marketing and communications requirements;

- i. brand building and the rollout out of the HLH brand through the introduction of a staff uniform and consistent application of HLH signage in our buildings
- ii. the production of a suite of marketing and promotional 'toolkit' items to be used by staff throughout the Company to produce leaflets, posters and other communications media
- iii. development of the Company's online presence – establishing the first phase of the HLH website, building social media platform and the introduction of the HLH 'App'

This initial activity will support the promotion of all nine of the Company's services on an on-going basis.

In 2013/14 and 2014/15 the marketing and communications budget will be focused on delivery of the fully-featured 'V2' HLH website, roll-out of the HLH mobile 'app' and promotional and communications campaigns and activities which will support the promotion of all nine of the Company's services on an on-going basis, with tactics and expenditure being employed as required to achieve service specific outcomes as they emerge.

The vast majority of day-to-day marketing and communications activity will be achieved through the use of the toolkit and social media channels. The MCM will provide additional support to services for specific initiatives or events as appropriate.

Marketing and communications plan implementation will focus expenditure on increasing visitor numbers and spend per head at HLH's visitor attractions and on maximising income from development of the High Life membership scheme.

5. Communications Plan

The communications plan will support effective communication of the Company's key messages to key stakeholder groups, both internally and externally.

The MCM leads on all press and media communications to ensure a coordinated approach is implemented, that HLH projects a positive public image and generates interest in and understanding of its services at all times.

The MCM will also work with HLH colleagues and with partner agencies' communications staff to ensure consistent communication of the Company's key messages at all times.

5.1 Key Audiences

HLH's key customer groups can be identified as follows:

Internal to HLH

- i. HLH Directors
- ii. HLH Staff

External to HLH

- i. The Highland Council (including Councillors and employees)
- ii. National external partner agencies & stakeholders (sportscotland, EventScotland, Creative Scotland, Museums Galleries Scotland, Scottish Library Information Council)
- iii. Local partner agencies and stakeholders (HIE, VisitScotland)
- iv. NHS Highland
- v. Community groups and community councils
- vi. Media at local and national level
- vii. Employees and Boards of each partner organisation
- viii. Customers, members of the public and major local businesses

In response to its duties under the 2010 Equalities Act, HLH will consult to ensure that it does not discriminate against those with the characteristics defined in the act: Disability, Gender reassignment, Pregnancy and maternity (which includes breastfeeding), Race, Religion and belief, Sex and Sexual orientation.

5.2 Internal Communications

Almost 75% of the Company's resources are invested in its people. Effective, meaningful communication within HLH is therefore crucial to ensuring that the Company's key messages and business objectives are clearly and concisely communicated internally and is a critical factor in increasing levels of staff satisfaction and awareness of the Company's priorities.

The following sections detail the specific tactics which are employed to achieve these aims.

5.2.1 Communication with HLH Staff

HLH has more than 1000 staff operating across 150 different sites throughout the Highland area. Given this diverse make-up and the geographical spread of staff across the area much of the Company's staff communications will be achieved by email, social media and online technologies. The HLH website includes a large 'staff only' section dedicated to providing information, policies, guidance and job-related resources.

The following table details the type and frequency of planned communications with HLH staff.

Subject	Method	Frequency	Lead
HLH Code of Conduct	Induction	As required	PM
HLH-wide updates & general staff news	Staff 'e-news'	Quarterly	MCM
HLH-wide updates	Staff Road shows	Rolling programme	Chief Exec
HLH Management Team and subsequent staff team briefing	Face to face meeting/briefing	Quarterly	Chief Exec/MT
Service Updates and service specific information	HOS / Principal Manager	As required	HOS / PM
Staff Successes and Awards Scheme	Staff submissions of successful pieces of work	Quarterly/ Annually	Chief Exec
New Policies & procedures	Specific e-mail then HLH staff website	As required	HOS
Team Meetings	Face to face	Weekly and monthly	HOS/ PM
Staff Instructions	Specific e-mail then HLH staff website	As required	Chief Exec
Annual Appraisal Scheme	One to one with line manager	Annual with 6 month update	Line Manager
Ad-hoc non-critical news & information	HLH staff website/ staff email newsletter	As required	HOS

5.2.2 Communication with HLH Directors

Effective communication with HLH Directors is vital in ensuring that they are able to provide effective oversight and leadership and are advocates for the Company. The Chief Executive leads on all communications with HLH Directors.

The following table details the type and frequency of planned communications with Directors.

Subject	Method	Frequency	Lead
HLH main charitable company Board HLH Trading CIC Board Finance and Audit Committee Funding and Sponsorship Committee including agenda setting and pre meetings	Formal Board papers	Quarterly	Chief Exec
Board Work Plan Calendar	Work Plan Calendar	On-going	Chief Exec
Updates including forthcoming events, programme launches, current relevant information	Between Board update e-mail	Quarterly between Board meetings	Chief Exec
Exception reporting (Non-routine press coverage, building failure resulting in closure of more than a week, other urgent items)	"As and when" email	As required	Chief Exec
Inter-Director Communication	Secure Directors' Blog	As required	Directors

5.3 External Communications and Public Relations

Communication with HLH's external audiences will be achieved through a range of different tactics. Media opportunities relating to specific projects, events or initiatives will be maximised using the various tactics outlined in section 6.

A media protocol for HLH has been devised and issued to staff and published on the staff website. The media protocol aims to ensure that employees at all levels throughout the Company are aware of the correct procedure to be followed in the event of a media enquiry or of an event or incident which may lead to enquiries.

The MCM will ensure company-wide adherence to the media protocol and will offer support advice and guidance to staff to ensure they are able to achieve positive local media coverage for their events and activities.

The HLH media protocol can be found at **Appendix B**.

The table overleaf details the type and frequency of planned communications with HLH external audiences.

Table: Communication with External Audiences

Audience	Communication Method(s)	Frequency	Lead
The Highland Council	Adult and Children's Services Culture and Leisure Contracts Scrutiny Sub-Committee	Quarterly	Chief Executive
The Highland Council	Performance Reporting to feed into ECS quarterly performance review	Quarterly	Chief Executive
The Highland Council	Standing invitation to Director of ECS to attend HLH Heads of Service Meeting	Monthly	Chief Executive
The Highland Council	Director of ECS and Client Manager meeting with Chief Executive	Monthly	Chief Executive
The Highland Council	Standing invitation to ECS SMT	Weekly	Chief Executive
The Highland Council	ECS Client Manager update	Weekly	Chief Executive
The Highland Council	Ward Business Meetings	As required	Chief Executive/ Heads of Service
NHS Highland	Direct contact with NHS Highland Communications team. HLH HWB Manager, one-to-one contacts, events / conferences	Rolling	Chief Executive / HLH Health & Wellbeing Manager / MCM
National external partner agencies & stakeholders (SportScotland, EventScotland, Scottish Swimming etc.)	Meetings Events / conferences	As required	Chief Executive / HLH Officers
Local partner agencies & stakeholders	Meetings, presentations Events / conferences	As required	Chief Executive / HLH Officers
Community groups	Meetings, briefings	As required	HLH Officers
Media at local and national level	Media briefings Media releases One-to-one contacts	Quarterly	MCM
Customers & members of the public	Email, media communications, leaflets, direct mail, web/social media, user/non-user surveys	Rolling	MCM

5.4 Communications Objectives and Key Messages

HLH wishes to communicate the following key message at all times and in all media:

“High Life Highland is focused on its customers and on promoting a healthy lifestyle”

Key messages for each of the Company’s nine services have been identified as follows:

Service	Key Message
Adult Learning	We deliver targeted, local opportunities for personal and social development
Archives	We manage, preserve and promote access to the Highlands’ records and archives
Arts	We promote access to participation in the arts
Leisure Facilities	We provide affordable, enjoyable ways to access quality leisure facilities and experiences
Libraries	We provide reading and information services for all
Museums	We conserve, interpret and celebrate the heritage of the Highlands
Outdoor Education	We help people to learn by participating in outdoor pursuits through the provision of specialist staff, centres, training and safety recording systems
Sport	We work to increase the number of people taking part in physical activity and to improve their performance
Youth Work	We help young people become successful, confident, responsible and effective through the work of our specialist staff and provision of targeted activities

5.5 Crisis Management

To minimise the likelihood and impact of unforeseen risks to the Company's reputation, the following two mechanisms are employed:

- i. **Risk Management Plan** - Significant 'above the line' risks to the Company's reputation or business are identified in the Company's Risk Management Plan. The MCM will work with the Head of Resources to deliver a coordinated response where any of the identified risks require a communications response.
- ii. **Trigger Matrix** - The HLH 'Trigger Matrix' provides a clear, structured framework for responding to unforeseen events. Any 'trigger matrix' event with a press or media implication will be dealt with in accordance with the 'trigger matrix' protocol. A copy of the Trigger Matrix is attached at as **Appendix B**.

The MCM will lead on all crisis communications within the parameters and guidelines of the Trigger Matrix. The MCM will agree specific roles and responsibilities with HLH Heads of Service on a case-by-case basis.

6. Marketing and Communications Delivery Tactics

The marketing and communications plan will employ a range of tactics which will contribute to achievement of the Company's ambition:

- i. Branding
- ii. Website, email, social media and the 'App'
- iii. Press and public relations
- iv. Advertising
- v. Direct marketing and mailing
- vi. Events and exhibitions
- vii. Marketing 'toolkit'
- viii. Membership marketing and sales promotions
- ix. Photography
- x. Radio and television
- xi. Partnerships and sponsorship
- xii. Print
- xiii. Research

Detail of specific companywide and service by service tactics can be found in the marketing operational plan which is attached as Appendix C, and service by service operational plans which can be found at the following link:

(<http://highlifehighland.com/secure/board/hlh-business-plan>).

6.1 Branding

Establishing and communicating the HLH brand throughout the Company's area of operation is crucial. The HLH brand should be synonymous with quality service and a clear customer focus. A strong brand contributes positively to the Company's image and encourages staff and customers to feel good about working for and becoming advocates for the Company.

This will be achieved in three main ways:

- i. Staff uniform
- ii. Induction process and code of conduct
- iii. Site branding

The Company has introduced a companywide staff uniform, and new staff induction process and an Employee Code of Conduct which each contribute to engendering a positive company ethos and image.

Branding at HLH sites (both external and internal) is undertaken by an approved signage contractor using design and brand principles established by HLH's design contractor. Where planned maintenance or opportunity allows, the Company will positively apply appropriate elements of the HLH brand style.

The HLH logo and brand colours are being rolled out across the estate in accordance with the Company's logo and branding guidelines.

HLH brand guidelines are attached at **Appendix D**.

An electronic 'marketing toolkit' has been issued to staff across the Company to ensure consistency of logo and brand presentation on locally produced posters, leaflets, timetables and other regularly used items.

The toolkit can be found at <http://highlifehighland.com/secure/staff/tool-kit>.

6.2 Website, Email, Social Media and the 'App'

The Company will make best use of new and emerging technologies to promote our services, communicate with customers, staff and partners and raise our corporate profile.

6.2.1 Website

The introduction of a well-designed, flexible, customer focused website is crucial to the achievement of HLH's business plan objectives. The current HLH website was launched in 2011 / early 2012 to function as an interim holding site (V1) incorporating basic levels of functionality which allowed the company to establish and maintain an online presence and build online profile.

In addition to the public facing aspect of the V1 site, non-public 'back-end' sections have been built for staff and HLH Board members to support the objectives of the marketing and communications plan. These sections function as a repository for HLH documents, staff instructions and a range of employee resources. This not only ensures that staff have ready access to resources that they need, but is also a valuable means of communicating the Company's key messages to staff.

Introduction of a fully-featured HLH website is crucial to the delivery of the marketing and communications plan. The fully-featured site will incorporate a comprehensive range of functionality and features which will accommodate the many and various requirements of HLH's staff and customers. This functionality will be introduced in a phased way and will ultimately include online booking for leisure activities, searchable online catalogues and inventory for libraries, archives and museums and full social media integration.

The HLH website project is significant in scale. It will be delivered in a phased way with stage-by-stage implementation of functionality as appropriate and will be informed by the marketing and communications plan objectives.

The Company has inherited numerous standalone websites from the previous THC structure including individual sites for attractions such as Inverness Museum and Art Gallery (IMAG), Highland Folk Museum (HFM), Inverness Floral Hall as well as a number of individual leisure and service-specific sites. Each of these sites will be subject to a needs assessment which will determine if they require to be maintained as standalone, or if they can be consolidated into the V2 website structure.

The V2 website project will be complete by November 2014.

6.2.2 Email Marketing

Email marketing is measurable, quick to implement and cost-effective. It has already been used with positive results in promotion of leisure campaigns such as *Move It to Lose It* and *Commit to Change*.

HLH's email marketing activities are managed via an online system called 'Mailchimp' which allows customised, feature-rich messages to be delivered to appropriate customer segments. Mailchimp also integrates with an online survey / customer insight platform called 'Survey Gizmo' which is being used to conduct staff surveys at present, but which will also be used by HLH to conduct customer surveys and research.

6.2.3 Social Media

The Company will use social media channels to enhance its profile and reputation, to promote its products and services, to listen and respond to customer opinions and feedback and to build customer loyalty, advocacy and revenue.

There are many different social media platforms which each offer a different user experience and which are relevant to different types of customer. Facebook offers HLH the best range of features and management tools and has therefore been identified as the Company's primary social media platform.

Facebook pages will be managed and maintained by nominated staff with guidance and support from their line managers and the MCM.

Facebook pages have already been established for the following HLH services:

- i. Am Baile (Highland history and culture website operated by HLH Libraries)
- ii. Community Centres
- iii. Highland Folk Museum
- iv. Highland Archive & Registration Centres (Caithness, Fort William, Skye, Inverness)
- v. HLH Libraries
- vi. Inverness Museum & Art Gallery
- vii. Leisure Centres
- viii. Inverness Floral Hall

Further Facebook pages will be established for Sports Development, Youth Work and Adult Learning during the course of 2013.

Visitor attractions such as Highland Folk Museum, Inverness Floral Hall and Inverness Museum & Art Gallery will also work to maximise return from consumer review sites such as Trip Advisor – an emerging platform which is increasingly used by customers to gather information, post reviews and opinions of travel and tourism businesses.

From the beginning of the 2013 'summer season' Inverness Museum and Art Gallery (IMAG) and Highland Folk Museum (HFM) will manage and promote their business on Trip Advisor and will encourage customers to review their visits and experiences.

A 'Social Media Policy' document has been issued to staff which sets out the Company policy for staff using social media channels and offers a variety of tips and advice designed to help staff maximise the impact of social media activities.

The MCM will also run a series of social media training sessions in 2013 facilitated in collaboration with HLH CIC Board member and social media expert Rene Looper.

HLH has a Twitter account (@hlhsocial) which is used for monitoring purposes rather than external, proactive communications.

The MCM will ensure that HLH adopts new and significant social media platforms as appropriate.

A copy of the Social Media Policy is attached at **Appendix F**.

6.2.4 'App' Functionality

In common with many other organisations, HLH sees the introduction of a mobile 'app' as a key factor of its online estate. An app typically refers to software used on a smartphone or mobile device such as the Android, iPhone, BlackBerry or iPad, as in "mobile app" or "iPhone app."

A staged approach will be adopted for the app, adding functionality where it is appropriate and affordable and where it clearly contributes to achievement of the Company's ambition.

A tender to develop the initial phase of the HLH app has been awarded to a Scottish company called SOLUS who have already developed similar products for most of Scotland's local authorities.

Stage 1 will be rolled out by June 2013 and will be focused on delivering functionality for libraries including online joining and the ability to access various library services 'on the go'.

Stage 2 app development will see the introduction of an HLH-wide events calendar.

Stage 3 will include a variety of benefits for High Life members including the ability to book for classes and activities from a smartphone or tablet.

6.3 Press and Public Relations

HLH will make best use of appropriate local and national media outlets to deliver the marketing and communications plan objectives. The MCM will work with HLH

Heads of Service to identify opportunities to actively place stories and features in local publications in support of our services, achievements and activities.

The MCM will also work with Principal Managers across each of the nine services to identify the events, audiences and messages for their service which will contribute to the creation of a public relations activity plan to be implemented from June 2013.

The Company accepts that press and public relations is a two way process and involves more than simply sending out press releases. The MCM communicates regularly with editors, reporters and staff at local news and media organisations; working with them to identify particular events or stories which are of relevance.

The MCM will engage a professional media monitoring service, will maintain a library of press and media coverage and will provide regular updates to HLH Directors and senior staff on media coverage.

6.4 Advertising

The company recognises the need for carefully targeted, response-led advertising in support of particular initiatives; for example in promoting the Highland wide Summer Activity Programme.

Use of 'traditional' display advertising will however, be minimised due to the difficulty in accurately measuring its effectiveness. Any opportunities will be assessed on a case by case basis and cross checked with the public relations activity plan to ensure that it is affordable, coordinated, proves a return, does not conflict with any other marketing or communications activity and communicates the Company's key messages.

6.5 Direct Marketing and Mailing

The use of traditional direct marketing will be focused on communicating with existing High Life members to communicate service changes or membership updates. The vast majority of day to day customer communications will be achieved by electronic mail.

6.6 Events and Exhibitions

The MCM will work with staff to identify key events where the Company's services can be showcased and where the Company's key messages can be effectively communicated. In April 2013 Highland Folk Museum staff attended the VisitScotland tourism expo to promote the attraction to group travel organisers and tour bus operators. In June 2013, the Company will host its first annual 'Staff Awards' event.

A number of small scale local events take place on a regular basis across each of the nine services. For these events staff have access to an events 'toolkit'. The toolkit contains one large 'exhibition' stand, two roll-up banners and two 'feather' flags, which can be used indoors or outside.

Examples of the toolkit items are attached at **Appendix G**

Over the course of 2013 further service specific items will be added to the events toolkit.

6.7 Marketing 'Toolkit'

Communicating the HLH brand throughout the Company's area of operation on a day to day basis will be achieved through use of a company-wide marketing toolkit. The toolkit contains template documents and layouts for a variety of commonly used items. The HLH brand 'look and feel' is consistently applied across each of the templates. The vast majority of the Company's day to day marketing and promotional requirements can be achieved using the toolkit which not only ensures consistent application of the brand, but removes the need for staff to spend time 'designing their own.'

The toolkit contains the following items:

- i. Poster
- ii. Newsletter
- iii. Certificate
- iv. Notice
- v. Leaflet
- vi. Timetable
- vii. HLH activity booking form
- viii. PowerPoint template
- ix. Presentation

The toolkit is available to all staff and is accompanied by guidance on how to use the template documents. The toolkit is regularly updated and revised to incorporate additional templates and user feedback.

The toolkit can be found at **Appendix E** and at <http://highlifehighland.com/secure/staff/tool-kit>.

6.8 Membership Marketing and Sales Promotions

An annual programme of targeted direct communication designed to attract more customers to use the Company's services more often, and to increase the amount of income generated from those customers will be developed and implemented from June 2013.

The programme will operate companywide and will include promotion of:

- i. New services (for example libraries online services)
- ii. Pilot initiatives (for example Puddle Jumpers activity club)
- iii. Special projects (for example Knowing Me, Knowing You)
- iv. Existing services (for example swimming lessons for children)

The majority of this type of communication will be achieved through the use of email and online technology.

6.9 Photography

The Company established a collection of generic 'hero images' which are used to represent each of HLH's 9 services. Examples of the images can be found at **Appendix H**.

As the Company grows and develops, the MCM will build and manage an image bank of high-quality photographic images which communicate the Company's key messages, and which will be used to promote the Company's services across all media.

Specific events and activities which offer opportunities to build the photographic portfolio in line with the marketing and communications plan objectives will be identified and photography will be commissioned.

6.10 Newspapers, Television and Radio

HLH's area includes 12 local newspapers, two major radio stations, two television companies and two news agencies. The Press & Journal, Glasgow Herald and The Scotsman all have staff reporters operating locally across the area. Scottish Provincial Press Publications has newspaper titles in all-but-one of HLH's areas.

SPP Group is a Highland newspaper group which operates 12 local newspapers across the Highlands and Moray. The group has a publication in all but one of the Company's local areas. For this reason, a media partnership will be established with SPP which will provide a menu of advertising and promotional opportunities for the Company which can be deployed as appropriate.

HLH will form appropriate radio partnerships and make use of promotional opportunities across the region. The local commercial broadcaster is MFR and discussions are in progress to identify and implement an appropriate partnership with them.

It is unlikely that the Company will make use of TV advertising to promote its services. Not only is this type of media advertising expensive but there unlikely to be any circumstances where communicating with such a vast geographic area or customer demographic will be necessary.

6.11 Partnerships and Sponsorship

HLH will seek to build and develop profitable partnerships at all levels. The company will employ a creative approach to sponsorship, formulating sponsorship packages and identifying potential sponsors where appropriate opportunities arise.

A sponsorship packages document has been developed by the MCM and the Head of Business. The document includes full details of the Company's

sponsorship and partnership opportunities and is available on the HLH website.

The document can be found at the following link:
(http://highlifehighland.com/050313_Sponsor_A4.pdf)

6.12 Print

HLH has a significant property estate; its walls, windows and spaces offer a free opportunity to use traditional printed marketing materials such as posters and flyers to great effect. Whilst most of these items will be created 'in-house' using toolkit templates, there is likely to remain a requirement for commercial printing of large volume printed items such as flyers and brochures.

Whilst significant effort has been made to reduce the requirement for print, due to its position in the tourist market the Highland Folk Museum will require a large number of leaflets for distribution. HFM has also regularly produced a guidebook which is offered for sale to customers. The Highland Archive Services produces a guidebook to its services and both the Inverness Floral Hall and Inverness Museum & Art Gallery produce a promotional leaflet.

Printed collateral will also be required to support campaigns such as *Move It to Lose It* and *Commit to Change* but this will be minimised where possible in order to save on cost.

6.13 Research

HLH will undertake market research to provide key data to inform the development of specific marketing and sales activities focused on increasing the level of High Life memberships and on further improving the service offered by HLH facilities and staff.

This research will include analysis of data held internally by HLH via its leisure and library customer relationship management systems (Gladstone 'Plus 2' and TALIS). It will also include face-to-face and telephone interviews, online surveys and facilitated focus group discussions with current, existing and potential customers.

The results will be analysed and used to assist in setting High Life income targets for each leisure facility and will focus specific marketing plan activities in the most appropriate and cost-effective ways.

7. Monitoring and evaluation

7.1 Monitoring and Evaluation

The various tactics identified in the marketing and communications plan will be measured at a service level on a quarterly basis as part of the Company's operational plan reporting process.

Service wide marketing and communications tactics will be measured and reported on an equivalent basis by regular review of the marketing operating plan.

The overall aims of the marketing and communications plan are to attract more customers to use the Company's services and to encourage them to do so more often, to increase the amount of income generated and to positively raise the profile of the Company and its work. To measure the success of the marketing plan tactics, the following indicators will be regularly assessed and reported.

- i. Number of individuals who use HLH's services, including leisure centres, active schools, adult learning and libraries
- ii. Number of High Life members;
- iii. Income from High Life membership scheme;
- iv. Measurement of press and media coverage;
- v. The findings of the THC users survey;
- vi. From 2014, an HLH-specific customer survey.

7.2 Performance Reporting

Service wide marketing and communications tactics will be measured and reported on a quarterly basis by regular review of the marketing operational plan, as part of the Company's operational plan reporting process.

APPENDIX A – OUTLINE BUDGET

Marketing and Communications Budget 2013 - 2015	2013	2014	2015
Branding	£1,000.00	£2,000.00	£2,500.00
Design /Art Work	£15,000.00	£10,000.00	£10,000.00
Advertising (Newspapers / Print)	£4,500.00	£5,000.00	£5,000.00
Distribution	£2,000.00	£2,500.00	£2,500.00
Events and Exhibitions	£500.00	£500.00	£500.00
Email Marketing and social media	£3,000.00	£3,000.00	£3,000.00
Membership Marketing (including mailshots)	£3,500.00	£3,500.00	£3,500.00
Photography	£3,000.00	£3,000.00	£3,000.00
Postage costs	£5,000.00	£5,000.00	£5,000.00
Press and Public Relations (Inc. media monitoring)	£5,500.00	£5,500.00	£5,500.00
Print (Brochures / Flyers / Posters)	£7,500.00	£10,000.00	£9,500.00
Radio / TV Advertising	£5,000.00	£5,000.00	£5,000.00
Research	£3,500.00	£3,000.00	£3,000.00
Website Development / App Development	£40,000.00	£40,000.00	£37,500.00
Contingency	£1,000.00	£2,000.00	£4,500.00
Budget	£100,000.00	£100,000.00	£100,000.00

APPENDIX B - MEDIA MANAGEMENT PROTOCOL and GUIDANCE FOR REPORTING OF INCIDENTS / ISSUES TRIGGER MATRIX

MEDIA MANAGEMENT PROTOCOL

In the event of a media enquiry which relates to an issue concerning a service provided by High Life Highland on the Council's behalf, a senior representative of High Life Highland with authority to deal with media matters will liaise with the Public Relations Manager of The Highland Council to advise the Council of the proposed statement / response.

This is a courtesy to give the Council's PR Manager advance notice of the media enquiry, as the PR Manager may be required to issue a statement on behalf of the Council. The PR Manager will return the courtesy by giving advance notice to High Life Highland of the content of the response.

GUIDANCE FOR REPORTING OF INCIDENTS / ISSUES TRIGGER MATRIX

SERVICE ELEMENT	LEVEL	ACTIONS
Out of Hours Call-Outs	All (Notification to happen ASAP the next day)	Alert → Line Manager → North & South Officer → Principal Manager
Health & Safety	Serious. (Incidents reportable under RIDDOR)	Alert → Line Manager → North & South Officer → Principal Manager → Head of Service and Head of Resources → Chief Executive
Child Protection	All.	Alert → Line Manager → North & South Officer → Principal Manager → Head of Service and Human Resources Manager → Chief Executive and Client Manager
Legislative (Fraud, Theft, Vehicle Offences, Licensing, Data Protection)	All.	Alert → Line Manager → North & South Officer → Principal Manager → Head of Service
Local Members	Complaints/Suggestions.	Alert → Line Manager → North & South Officer → Principal Manager → Head of Service
MP's / MSP's / MEP's	All	Alert → Line Manager → North & South Officer → Principal Manager → Head of Service and Marketing and Communication Manager → The Highland Council PR Section
Community Councils	Complaints/Suggestions.	Alert → Line Manager → North & South Officer → Principal Manager → Head of Service
Customer Complaints/ Suggestions	Serious.	Alert → Line Manager → North & South Officer → Principal Manager

Service Provision	<p>Temporary withdrawal; building failure,</p> <p>Building project starts or notification of delay</p> <p>ICT systems failure affecting multiple staff</p>	<p>Alert →Line Manager → North & South Officer → Client Manager & Ward Manager & Principal Estates Manager → HLH Marketing and Communications Manager and THC Public Relations Office → Head of Service and Head of Resources →Chief Executive</p> <p>Alert →Line Manager → North & South Officer → Local Members & Ward Manager & Principal Estates Manager → Head of Service and Head of Resources</p> <p>Alert →ICT Manager → Fujitsu → ICT Services → Head of Resources</p>
Policy Failure	<p>Failure to perform a policy function or provide a service in line with High Life Highland practices and policies (staff and delivery)</p> <p>(e.g audit procedures, use of unqualified staff, non provision of disabled changing employee code of conduct)</p>	<p>Alert →Line Manager → North & South Officer → Principal Manager → Head of Service</p>
Press / Media contact	All approaches	<p>Alert →Line Manager → North & South Officer → Principal Manager → Head of Service → Marketing and Communications Manager → CE (for all TV and reputational press issues)</p>

APPENDIX C - MARKETING OPERATIONAL PLAN

Area	Actions	Target Date	R/A/G
Branding	<ul style="list-style-type: none"> • Devise and implement branding toolkit 	Jan 12	G
	<ul style="list-style-type: none"> • Devise and implement brand guidelines 	Jan 12	G
	<ul style="list-style-type: none"> • Agree HLH venue branding plan & timetable for implementation 	Mar 12	G
	<ul style="list-style-type: none"> • Agree standards for external and internal presentation of HLH facilities 	Mar 12	G
	<ul style="list-style-type: none"> • Contribute to design and implementation of HLH employee induction pack 	Aug 12	G
	<ul style="list-style-type: none"> • Agree HLH venue branding plan & timetable for implementation 	Mar 12	G
Website, email, social media and the 'App'	<ul style="list-style-type: none"> • Implement online booking system for SAP 	May 12	G
	<ul style="list-style-type: none"> • Explore options for High Life Highland mobile phone APP 	Jun 12	A
	<ul style="list-style-type: none"> • Identify existing THC & associated websites that need to be deleted / incorporated into V2 site 	Apr 12	A
	<ul style="list-style-type: none"> • Agree scope of V2 website & identify budget required to implement 	Mar 13	A
	<ul style="list-style-type: none"> • Devise and implement company-wide customer and staff feedback systems 	Jun 13	A

Area	Actions	Target Date	R/A/G
Press, public relations Internal and external communication	<ul style="list-style-type: none"> Agree and implement rolling programme of sales and customer service training for staff 	Jun 13	R
	<ul style="list-style-type: none"> Devise and implement social media policy 	Feb 12	G
	<ul style="list-style-type: none"> Devise and implement companywide social media presence 	Mar 12	G
	<ul style="list-style-type: none"> Identify and train key service staff as 'social media champions' 	May 13	A
	<ul style="list-style-type: none"> Work with HLH IT Manager and other key staff to introduce consolidated 'one card' system for High Life 	On-going	A
	<ul style="list-style-type: none"> Agree and implement staff media protocol 	Mar 12	G
	<ul style="list-style-type: none"> Identify key local media contacts and build on-going relationships 	Apr 12	G
	<ul style="list-style-type: none"> Establish HLH 'key messages' 	Sep 12	G
	<ul style="list-style-type: none"> Establish service-by-service 'key messages' 	Sep 12	G
	<ul style="list-style-type: none"> Devise and implement annual public relations plan 	Jun 13	G
	<ul style="list-style-type: none"> Devise and implement an internal communications plan including quarterly newsletter 	Apr 13	G

Area	Actions	Target Date	R/A/G
	<ul style="list-style-type: none"> • Work with staff in each area of service to agree 'key messages' 	Dec 12	G
	<ul style="list-style-type: none"> • Agree format for, and implement programme of board member email updates 	Jun 13	G
	<ul style="list-style-type: none"> • Agree and implement email communications strategy 	Mar 13	G
	<ul style="list-style-type: none"> • Devise and implement full range of HLH email newsletters 	Mar 13	A
Advertising	<ul style="list-style-type: none"> • Work with service areas to identify appropriate display advertising and print media promotional opportunities 	On-going	G
	<ul style="list-style-type: none"> • Implement agreed annual advertising plan 	On-going	G
	<ul style="list-style-type: none"> • Agree and implement direct mail strategy 	Jun 13	G
Direct marketing and mailing	<ul style="list-style-type: none"> • Identify programme of 'key' events at which HLH brand can be represented or where HLH can become a partner 	On-going	G
Events and exhibitions	<ul style="list-style-type: none"> • Agree portfolio of standard exhibition / display materials i.e. pop-up banners / shell schemes 	Apr 13	G
	<ul style="list-style-type: none"> • Agree and implement new look High Life membership, incorporating company-wide benefits package 	Jun 13	A
	<ul style="list-style-type: none"> • Design and implement new High Life membership application form 	Apr 12	G
Membership marketing and sales promotions			

Area	Actions	Target Date	R/A/G
	<ul style="list-style-type: none"> Devise and implement rolling programme of High Life membership communications 	Jun 13	A
	<ul style="list-style-type: none"> Identify key selling points for all areas of service 	Jun 13	G
	<ul style="list-style-type: none"> Agree and implement rolling programme of sales promotions (i.e. Commit to Change, Move It To Lose It) 	On-going	G
	<ul style="list-style-type: none"> Agree and implement sales targets (where appropriate) 	On-going	R
	<ul style="list-style-type: none"> Identify opportunities for cross-service promotion to existing customers 	On-going	A
Radio and television	<ul style="list-style-type: none"> Identify and implement appropriate community and commercial radio station partnerships 	On-going	G
Partnerships and sponsorship	<ul style="list-style-type: none"> Devise sponsorship package for a range of price and partnership options 	Apr 13	G
	<ul style="list-style-type: none"> Develop the benefits package for each option 	Apr 13	G
	<ul style="list-style-type: none"> Identify potential sponsors to approach within each option 	Jun 13	A
	<ul style="list-style-type: none"> Nominate individuals to follow up with agreed potential sponsors 	Jun 13	A
	<ul style="list-style-type: none"> Review existing print arrangements and agree the future requirements, priorities and timescales 	On-going	A
Print			

APPENDIX D – BRAND GUIDELINES

The Main Identity



The minimum width in print is 30mm.
The minimum width on screen is 200px.



To achieve maximum impact please use the exclusion zone as shown on the left.

This is an area around the identity equivalent to the X height. This is the minimum area around the identity to be left clear of all other elements, such as text, titles and other logos or design features.

The identity can be scaled up to any size as long as all the elements are in proportion.



[high_life_CMYK.eps](#) / [high_life_RGB.jpg](#)

Identity Typeface – Myriad Pro font family

ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 0123456789

Primary colour palette

Print	Screen	Print	Screen
PMS 632	#00a3ca	PMS 275	#1a125a
C: 92 M: 0 Y: 13 K: 6	R: 0 G: 163 B: 202	C: 100 M: 100 Y: 0 K: 43	R: 26 G: 18 B: 90
RAL	Vinyl	RAL	Vinyl
5024	TBC	5013	TBC
Postel Blue	TBC	Cobalt Blue	TBC

If you are using colour in your layout you should include the High Life accent colour PMS 632/#00a3ca as much as possible.

Reversed text colour version



[high_life_reverse_CMYK.eps](#)

Mono white version



[high_life_reverse_white.eps](#)

Mono black version



[high_life_black.eps](#) / [high_life_black.jpg](#)

If you wish to use the identity on a background colour or a dark background, please use the reversed text colour version or the mono white version. They are shown here against the High Life accent colour PMS 632/#00a3ca. These versions are only available as .eps files and are for use with professional design software. If in doubt please use the jpeg of the main identity as shown at the top of this page.

If you do not have the choice of using colour then please use the mono black version. This identity version is available in .eps and jpeg formats.

The Main Identity



30mm / 200px

The minimum width in print is 30mm.
The minimum width on screen is 200px.



To achieve maximum impact please use the exclusion zone as shown on the left.

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[high_life_CMYK.eps](#) / [high_life_RGB.jpg](#)

Identity Typeface – Myriad Pro font family

ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopqrstuvwxyz 0123456789

Primary colour palette

	Print PMS 632	Screen #00a3ca		Print PMS 275	Screen #1a125a
	C: 93 M: 0 Y: 13 K: 6	R: 0 G: 163 B: 202		C: 100 M: 100 Y: 0 K: 43	R: 26 G: 18 B: 90
	RAL 5024	Vinyl TBC		RAL 5013	Vinyl TBC
	Pastel Blue	TBC		Cobalt Blue	TBC

If you are using colour in your layout you should include the High Life accent colour PMS 632/#00a3ca as much as possible.

Reversed text colour version



[high_life_reverse_CMYK.eps](#)

Mono white version



[high_life_reverse_white.eps](#)

Mono black version



[high_life_black.eps](#) / [high_life_black.jpg](#)

If you wish to use the Identity on a background colour or a dark background, please use the reversed text colour version or the mono white version. They are shown here against the High Life accent colour PMS 632/#00a3ca. These versions are only available as .eps files and are for use with professional design software. If in doubt please use the jpeg of the main identity as shown at the top of this page.

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[high_life_CMYKeps/ high_life_RGB.jpg](#)

Identity Typeface – Myriad Pro font family

ABCdEFGHIjKLMNoPqRSTuVwXYz abcdefghijklmnopqrstuvwxyz 0123456789

Primary colour palette

Print	Screen	Print	Screen
PMS632 C: 93 M: 0 Y: 13 K: 6	#00a3ca R: 0 G: 163 B: 202	PMS 275 C: 100 M: 100 Y: 0 K: 43	#1a125a R: 26 G: 18 B: 90
RAL	Vinyl	RAL	Vinyl
5024 Pastel Blue	TBC	5013 Cobalt Blue	TBC

If you are using colour in your layout you should include the High Life accent colour PMS632/#00a3ca as much as possible.

Reversed text colour version



[high_life_reverse_CMYKeps](#)

Mono white version



[high_life_reverse_white.eps](#)

Mono black version



[high_life_black.eps/ high_life_black.jpg](#)

If you wish to use the identity on a background colour or a dark background, please use the reversed text colour version or the mono white version. They are shown here against the High Life accent colour PMS632/#00a3ca. These versions are only available as .eps files and are for use with professional design software. If in doubt please use the jpeg of the main identity as shown at the top of this page.

If you do not have the choice of using colour then please use the mono black version. This identity version is available in .eps and .jpg formats.

APPENDIX E – MARKETING TOOLKIT



Poster title here

Poster sub heading
This is body text



Poster Template



Document Title

Sub-heading

Text



Presentation Template



Text

Highlife logo and a blue abstract graphic element.

Headed Paper Template



Notice title here

Notice sub heading
This is body text



Notice Template



Certificate Template



Newsletter Template



Social Media Policy

High Life Highland aims to make best use of available technologies to promote our products and services, communicate with customers, staff and partners and raise our corporate profile. The Company will use social media channels to enhance its profile and reputation, to promote its products and services, to listen and respond to customer opinions and feedback and to build loyalty, advocacy and revenue.

High Life Highland recognises and appreciates the many benefits to be gained from using the internet and online technologies such as Facebook, Twitter etc. The Company also recognises that in order to use these new platforms to their best advantage, staff must be trained, guided and encouraged to act in a responsible manner.

The Company actively encourages staff to keep their IT skills up to date, to take advantage of advances in technology and to adapt to the changing online landscape.

High Life Highland encourages staff to support our activities through professional social networking channels, working within the parameters outlined in this policy.

Social networking sites and blogs offer a useful means of keeping in touch with friends and colleagues, and they can be used to exchange views and thoughts on shared interests, both personal and work-related.

The Company does not object to you setting up personal accounts on social networking sites or blogs on the internet, in your own time and using your own computer systems; However, you must neither do so on Company computers or in work time.

This policy sets out the Company's position on employees' use of social networking sites and blogs, whether conducted on company equipment and in work time, or using your own private equipment in your own time.

GUIDANCE ON USE OF SOCIAL MEDIA

Social networking refers to the use of web-based and mobile applications for social interaction and exchange of user-generated content. Social media channels include (but are not limited to) Facebook, Twitter, LinkedIn, YouTube, Flickr, blogs, review sites, forums, online communities, location-based networks like Foursquare and any similar online platforms or mobile applications.

1. KEY CONTACTS

Employees are encouraged to become fans and followers of the family of High Life Highland Facebook pages and to share company-generated content within their personal networks where appropriate.

High Life Highland Facebook and social media channels will be managed and maintained by nominated staff with guidance and support from the Marketing and Communications Manager and ICT Manager.

2. CREATING AND ACCESSING SOCIAL MEDIA SITES

All requests to create a social media presence (i.e. Facebook page, Trip Advisor etc.) must be submitted to the Marketing and Communications Manager.

Requests should be accompanied by a Business Case outlining the business requirement, details of staff or other resources required to undertake the work, and a clear explanation of the benefits to the Company.

Requests to access social media sites from HLH sites or media must be submitted to the Marketing and Communications Manager. If requests are approved, the Marketing & Communications Manager will submit a formal unlock request to the IT contractor.

3. CONDUCT

Rules outlined in the HLH employee Code of Conduct and other policies apply equally to social networking activity. You must not disclose Company secrets, breach copyright, defame the Company or its clients, suppliers, customers or employees, or disclose personal data or information about any individual that could breach the Data Protection Act 1998. (See DPA Guidance on HLH staff website)

Social networking site posts or blogs should not be insulting or abusive to employees, suppliers, Company contacts, clients or customers.

Behaviour and content that may be deemed disrespectful, dishonest, offensive, harassing or damaging to the company's interests or reputation are not permitted.

The use of social media channels on company time for personal purposes is not allowed.

4. TRANSPARENCY

High Life Highland is committed to honesty, integrity and accountability in all social media communications. Employees must disclose their identity when engaging in discussions or sharing content related to the company.

5. ENFORCEMENT

Breaches of this policy will be dealt with under the Company's Disciplinary Procedure.

High Life Highland maintains the right to monitor company-related employee activity in social networks.

If you become aware of negative or adverse information relating to the Company, its products or services posted on the internet, you should immediately bring this to the attention of the Marketing and Communications Manager.

Laurie Piper

Marketing and Communications Manager

November 2012

APPENDIX G – EVENTS TOOLKIT



Feather Banner / Flag



Pop-Up Banner



Exhibition Stand

APPENDIX H – HERO IMAGES



Adult Learning



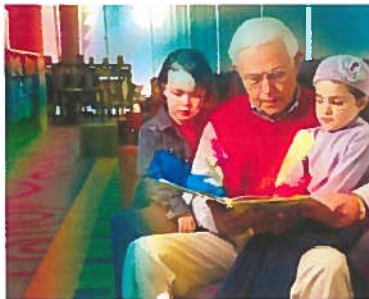
Archives Service



Arts



Leisure



Libraries



Museums



Outdoor Learning



Sport



Youth Work