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| HIGH LIFE HIGHLAND  REPORT TO BOARD OF DIRECTORS  12 December 2014 | AGENDA ITEM REPORT No HLH /14 |

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

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| **Summary** The purpose of this report is to provide an update on progress made in implementing the 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. **A growing company** 2. **A positive company image** 3. Delivery of the contract with THC 4. **Increased awareness of our products and services** 5. **Increased customer satisfaction** 6. **Increased financial sustainability** 7. Increased internal collaboration 8. Increased staff satisfaction 9. Safety & environmental compliance |
| **2.** | **Background** |
| 2.1 | The Board approved the Marketing and Communications Plan for HLH on 20 June 2013. At the Board meeting on 2 October 2013 Directors requested 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 Updates** |
| 3.1 | Appendix A – Marketing Plan update  Appendix B – Communications Plan update  Appendix C – Signage projects update |
| **4.** | **Implications** |
| 4.1  4.2  4.3  4.4 | Resource Implications – the resources associated with the delivery of the Marketing and Communications Plan have been approved within the 2014/15 budget.  Legal Implications – there are no legal implications associated with this report.  Equality Implications – there are no new equality issues associated with this report.  Risk Implications – there are no new risks associated with this report. |

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

Signature:

Designation: Chief Executive

Date: 28 November 2014

| **Appendix A – Marketing Plan Update** | | |
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| **Area** | **Actions** | **UPDATE** |
| **Branding** | * Devise and implement branding toolkit | * Toolkit fully implemented * Further scope to develop service specific variations being reviewed |
| * Devise and implement brand guidelines | * Brand guidelines fully implemented |
| * Agree HLH venue branding plan and timetable for implementation | * Details of on-going signage projects included in Appendix C |
| * Agree standards for external and internal presentation of HLH facilities | * Brand guidelines agreed |
| * Contribute to design and implementation of HLH employee induction pack | * Common themes to be identified in-line with business objectives and fed into induction pack * Target date spring 2015 |
| **Website, email, social media and the ‘App’** | * Implement online booking system for Summer Activity Programme | * Online booking implemented for summer activity programme * Full online booking is being integrated into web V2 |
| * Explore options for High Life Highland mobile phone APP | * Libraries app has been launched. * HLH V2 website project will address need for further APP development |
| * Identify existing THC and associated websites that need to be deleted or incorporated into V2 site | * Project complete and results are being incorporated into V2 web project |
| * Agree scope of V2 website and identify budget required to implement | * Tender has been awarded to Summit Web Solutions * Work underway completion due end Jan 2015 * Project budget set at £50K as programmed within the marketing budget |
| * Devise and implement company-wide customer and staff feedback systems | * New customer complaints procedure training completed and system now live * Customer feedback system in development, due to be implemented April 2015 |
| * Agree and implement rolling programme of sales and customer service training for staff | * Sales training phase 1 with Leisure Managers complete * ‘Spirit to Serve’ training for Leisure Managers complete * Phase 2 of sales training for Leisure Managers being considered * Plans to be developed for roll-out of culture training for all HLH staff |
| * Devise and implement social media policy | * Social media policy approved and in operation |
| * Devise and implement company-wide social media presence | * HLH social media presence now extends to 60 Facebook pages * Facebook rationalisation across all services ongoing HFM, IMAG, Inverness Botanic Gardens have Trip Advisor pages * HLH Twitter feed now in place * HFM, IMAG, Leisure and Library Twitter accounts to be set up and implemented by April 2015 * Research value/benefits of Instagram, What’s App, Pinterest and other social media accounts * Web V2 tender includes full social media integration |
| * Identify and train key service staff as ‘social media champions’ | * Key staff identified and trained to use Facebook within leisure facilities, youth work, visitor attractions (HFM, IMAG, HARC and archive spokes) and sports development * Senior Network Librarian now assumes responsibility for “digital and learning”. Leads a team of key staff to develop and cascade the libraries social media offering to colleagues and customers * Social media champion also in place within youth work * Further staff to be identified and trained as ‘lead’ service personnel * Opportunity to introduce health and wellbeing Facebook page being reviewed |
| * Work with HLH ICT Manager and other key staff to introduce consolidated ‘one card’ system for High Life | * MCM contributing to on-going project to establish technical requirements, timescales and budget for ‘one card’ implementation * Leisure Software procurement process will commence Jan 2015 * High Life Development project team established and working towards roll out during Summer 2015 |
| **Press, public relations,  Internal and external communication** | * Agree and implement staff media protocol | * Protocol in place and adhered to by all staff |
| * Identify key local media contacts and build on-going relationships | * Relationships established with local and national media contacts with particular focus on regional weekly press; Northern Times, Ross-shire Journal, North Star, Caithness Courier, John O’Groat Journal, Badenoch and Strathspey Herald * Contact maintained with BBC, commercial and local radio stations |
| * Establish HLH ‘key messages’ | * Key message established for HLH:  “*High Life Highland is focused on its customers and on promoting a healthy lifestyle’.* |
| * Establish service-by-service ‘key messages’ | * Key messages agreed for each service * Use of key messages included in operational plans for each service |
| * Devise and implement annual public relations plan | * Public relations plan incorporated into communications plan * Resources required to deliver the HLH communications plan being reviewed |
| * Devise and implement an internal communications plan including quarterly newsletter | * Two staff newsletters issued * Frequency will now be six monthly in line with change in Board meeting schedule – next one due in December * Framework for internal communications outlined in communications plan |
| * Agree format for, and implement, programme of Board member email updates | * Chief Executive’s ‘Between Board’ email process in place * Additional communications to be implemented as Board members adopt social media |
| * Agree and implement email communications strategy, including range of HLH emails in order to minimise print and costs | * Initial focus on visitor attractions – HFM, IMAG, Inverness Botanic Gardens * Full integration of email newsletters included in web V2 project specification * Web V2 project will include newsletter sign up for both generic and specific communications * Email news platform in place for IMAG and Creative Learning ‘lapsed’ members * Further roll-out of email newsletters for libraries planned during 2014 * Successful email campaign run for online magazines and e - books * Further emails planned for new library app * Library joining form now incorporates option for customers to be contacted via email * Successful email campaign run for digital newspapers * Successful email campaign for Move It To Lose It |
| **Advertising** | * Work with service areas to identify appropriate display advertising and print media promotional opportunities | * Focus of expenditure on increasing income and on the promotion of visitor attractions agreed within the plan * Tactical advertising opportunities being identified for IMAG, HFM and Inverness Botanic Gardens to deliver increased visitor numbers * IMAG, Highland Archives and Botanic Gardens all have exposure in 13,500 in North Highlands and Inverness bedroom folders as part of Contra deal with Landmark Press * HFM has exposure in 30,900 bedroom folders across the Highland area for the 2015 season as part of Contra deal with Landmark Press * HFM has exposure in the Welcome To Scotland guides which are produced in six languages and distributed across Scotland (750,000 copies) * Leisure membership promotional opportunities being devised throughout the year to support ongoing increases in income generation |
| * Implement agreed annual advertising plan | * Annual print contract with SPP group has not been renewed and opportunities will be explored on a one off basis to meet specific promotional need * SPP contract has been reviewed as above and digital opportunities (that can be tracked to measure ROI) will be tested in line with new web based opportunities from the V2 website * Focus of activity is on promotion of visitor attractions to key customer groups * Adverts placed in City Sightseeing, key tourist guides for facilities in Skye and Wester Ross, Garden News and Landmark bedroom folders for HFM, IMAG and Inverness Botanic Gardens * Ongoing promotion of income generating activity to support High Life sales * High Life Development work in train – target date for implementation Summer 2015 |
| **Direct marketing and mailing** | * Agree and implement direct mail strategy | * Direct mail activities will focus on existing High Life member communications * Direct mail drops completed for the following projects: * Summer activity programmes * Coaching CPD programmes * You Time * Still Game * Zinio digital magazines * Lapsed borrower marketing reports * Dingwall Library Facebook promotion * Library communications options * IMAG exhibitions on an ongoing basis * Invergordon membership promotion due Jan 2015 |
| **Events and exhibitions** | * Identify programme of ‘key’ events at which HLH brand can be represented or where HLH can become a partner | * Calendar of events will include: * Belladrum * Black Isle Show * Dounreay Family Event * Lifescan Family Event * Moy Games * Race For Life * NHS Promotional Roadshows * Events toolkit available for staff use including pop-up banners, feather banners, vinyl banners |
| * Agree portfolio of standard exhibition/display materials | * Promotional toolkit includes pop-up banners, feather banners and vinyl banners * Further development of promotional materials in development for distinct services will come on stream as budget becomes available – Archives, Libraries, Sports Development, Youth Work * Developing library of promotional photos and video clips for inclusion in HLH presentations |
| **Membership marketing and sales promotions** | * Agree and implement new look High Life membership, incorporating company-wide benefits package | * High Life Development project team established with target date for roll out in Festive season 2014/15 * Target date for loyalty points set at festive season 2015/16 * ‘Love Life, Love High Life’ umbrella campaign agreed for the development |
| * Design and implement new High Life membership application form | * New one card application form will be introduced as High Life membership development is implemented |
| * Devise and implement rolling programme of High Life membership communications | * Programme of quarterly High Life membership updates to be implemented by April 2015 * V2 web project will provide additional opportunities for further communication |
| * Identify key selling points for all areas of service | * Membership benefits being developed for each type of package as part of the High Life Development project work |
| * Agree and implement rolling programme of sales promotions | * Move it to Lose it complete in December 2011, January 2012 and December 2012 * Keep on Moving complete in spring 2012 * Commit to Change complete in January 2013 * Get Fit for the Festive Season complete in November 2013 * Pre January sale offer complete in January 2014 * B&B sales promotions underway pre summer 2014 * Corporate sales promotion due April 2015 * Move It To Lose IT underway November/December 2014 * Commit To Change due January 2015 * ‘New Year’ membership promotion due January 2015 |
| * Agree and implement sales targets (where appropriate) | * Income targets achieved by Leisure Managers in 2012/13 and 2013/14 * Leisure budget income target increased by 34% between 2012/13 and 2014/15, representing an increase of £1.243million * Individual sales targets being set for each leisure facility to deliver new income targets for 2014/15 * HFM budget income target increased by 53% between 2012/13 and 2014/15, representing an increase of £76K * New sales and income targets being developed for leisure facilities and visitor attractions to contribute to 2015/18 budgets savings |
| * Identify opportunities for cross-service promotion to existing customers | * Projects initiated to date include: * YouTime – aimed at encouraging non-traditional participants to find out what’s on offer through HLH services * Knowing Me, Knowing You – aimed at making connections with local health and care professionals * Summer Activity Programme – over 1000 organised activities across eight HLH services |
| **Radio and television** | * Identify and implement appropriate community and commercial radio station partnerships | * MCM maintains ongoing contact with BBC, commercial and local radio stations |
| **Partnerships and sponsorship** | * Devise sponsorship package for a range of price and partnership options | * Sponsorship policy and guidance approved * Basic opportunities leaflet produced * Customer facing collateral required to support sponsorship approaches to be produced * Back office framework in development |
| * Develop the benefits package for each option | * Outline options, values and benefits framework devised * Specific benefits package for each option to be further developed |
| * Identify potential sponsors to approach within each option | * Flow chart and control sheet for identifying and approaching prospective sponsors developed * Opportunities to develop relationships followed up with: * Global Energy * Orion Engineering * Lifescan * Subway * Eastgate Centre * Brantano Footwear * Cobbs * Macleod and MacCallum * Harry Fairbairn/Arnold Clark |
| * Nominate individuals to follow up with agreed potential sponsors | * Action plan to be finalised to implement new framework * Target date for roll out spring 2015 |

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| **Appendix B - Communications Plan Update** | | | |
| **Internal Communications** | | | |
| **Area** | **Actions** | **Frequency** | **UPDATE** |
| HLH staff code of conduct | Induction | As required | * Company vision agreed by the Board * Company values agreed by the Board * Company business objectives set by the Board * Staff code of conduct to deliver the vision and company values being developed by Senior Management Team (SMT) * Target date for submission of draft code of conduct to the Board set for December 2014 * Roll out to staff from January 2015 |
| HLH-wide updates and general staff news | Staff ‘e-news’  Staff Road shows | Twice yearly  Ongoing | * 2 staff e-newsletters issued * Frequency of issue being reviewed in line with change of Board meeting to six times per year * 16 sites visited by Chief Executive for staff road show events in 2013 * 2014 monthly facility visits by Chief Executive underway |
| HLH Management Team and subsequent staff team briefing | Face-to-face meeting/briefing | Weekly  Monthly  Quarterly | * Chief Executive and Heads of Service meetings held weekly * SMT meetings held monthly * Extended Management Team Meetings held quarterly * Service team meetings held monthly |
| **Appendix B - Communications Plan Update**  **Internal Communications** | | | |
| **Area** | **Actions** | **Frequency** | **UPDATE** |
| Service updates and service specific information | HOS/Principal Manager | As required | * Implemented through monthly meetings with Principal Managers |
| Staff successes and awards Scheme | Staff submissions of successful pieces of work | Three times per year  Annually | * Positive response to request for staff submissions is ongoing * 2013 Staff and Volunteer Awards event well received * 2014 Staff and Volunteer Awards took place on 25th June and was a successful event * Format for submission of successes to be reviewed following two years of operation |
| New policies and procedures | Specific e-mail then HLH staff website | As required | * New HLH staff website now implemented with improved navigation structure and user-focused information flow * Further development during 2014 * Work ongoing to improve staff awareness of and adherence to business critical policies |
| Team meetings | Face-to-face | Weekly and monthly | * Implemented and on-going within each service |
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| **Appendix B - Communications Plan Update** | | | |
| **Internal Communications** | | | |
| **Area** | **Actions** | **Frequency** | **UPDATE** |
| Staff instructions | Specific e-mail then HLH staff website | As required | * Implemented and on-going |
| Annual appraisal scheme | One to one with line manager | Annual with 6-month review | * New HLH system designed, implemented and on-going |
| Ad-hoc non-critical news and information | HLH staff website/ staff email newsletter | As required | * New HLH staff website implemented with clearer navigation structure and user-focused information flow in place * Two staff newsletters have been issued * Staff information emails issued by Chief Executive when required |

**Appendix B - Communications Plan Update**

**Communication with HLH Directors**

| **Area** | **Actions** | **Frequency** | **UPDATE** |
| --- | --- | --- | --- |
| HLH Charity Board  HLH Trading CIC Board  Finance and Audit Committee | Formal Board papers and updates through presentations | Six times per annum | * Implemented and on-going |
| Board work plan calendar | Work plan calendar | On-going | * Implemented and on-going |
| Updates including forthcoming events, programme launches,  current relevant information | Between Board update e-mail | Bi monthly between Board meetings | * Implemented and on-going |
| Exception reporting | “As and when” email | As required | * Implemented and on-going |
| Inter-Director communication | Secure Directors’ blog | As required | * System implemented and available for use by Directors |

**Appendix B - Communications Plan Update**

**Communication with External Audiences**

| **Audience** | **Communication Method(s)** | **Frequency** | **UPDATE** |
| --- | --- | --- | --- |
| The Highland Council | Reports to the Education Children and Adult Services Committee | Six monthly | * Implemented and on-going * First update November 2014 |
| The Highland Council | Performance reporting to feed into ECS quarterly performance review | Quarterly | * Implemented and on-going |
| The Highland Council | Standing invitation to Director of Care and Learning to attend HLH Heads of Service Meeting | Monthly | * Implemented and on-going |
| The Highland Council | Director of Care and Learning and Client Manager meeting with Chief Executive | Monthly | * Implemented and on-going |
| The Highland Council | Standing invitation to ECS SMT | Weekly | * Implemented and on-going |
| The Highland Council | Client Manager update | Weekly | * Implemented and on-going |
| The Highland Council | Bi-monthly meetings with key THC staff | Bi-monthly | * Implemented and ongoing and to be formalised |
| The Highland Council | Ward Business Meetings | Ongoing | * Chief Executive attended all Ward Business Meetings in 2013 * Future attendance at Ward Business Meetings as need arises |
| NHS Highland | Through Health and Wellbeing Manager with the full scope of NHS services | Ongoing | * Implemented and on-going |
| National external partner agencies and stakeholders | Meetings  Events / conferences | As required | * Implemented and on-going |
| Local partner agencies and stakeholders | Meetings, presentations  Events / conferences | As required | * Implemented and on-going |
| Community groups | Meetings, briefings | As required | * Implemented and on-going |
| Media at local and national level | Media briefings  Media releases  One-to-one contacts | As required | * Media coverage reported to HLH Directors on quarterly basis |
| Customers and members of the public | Direct email contact  Printed promotional material  Social media contact  Website  Press editorial  Selected advertising  User/non-user surveys  Customer feedback system  Customer complaints system | On-going | * Implemented and on-going * Specific tactics identified in marketing plan |

**Appendix C – Signage Projects Update**

**SIGNAGE PROJECTS ON-GOING**

| **Site / Facility** | **Scope** | **Timescale** | **Source / Reason** | **Notes / Extra info** |
| --- | --- | --- | --- | --- |
| Nairn Leisure Centre | External / internal signage | Q1 2014 | THC capital project | Complete |
| Invergordon Leisure Centre | External / internal signage | Q3 2014 | THC capital project | Included in capital project cost |
| Thurso Swimming Pool | External / internal signage | Q4 2014 | THC capital project | Included in capital project cost |
| Wick High School and Community Campus | External / internal signage | Q1 - Q4 2016 | THC capital project | Included in capital project cost |
| Inverness Royal Academy | External / internal signage | Q1 – Q4 2016 | THC capital project | Included in capital project cost |
| Charleston Academy | External / internal signage | Q3 2013 | Full transfer to HLH | Complete |
| Culloden Academy | External / internal signage | Designs & quote issued | Transfer to HLH | Included in capital project cost |
| Averon Leisure Centre | External / internal signage | TBC | Transfer to HLH | £2K from Averon project budget |
| Ben Wyvis Primary | External / internal signage | Q3 2014 | Transfer to HLH | To be designed and costed |
| Gairloch Library | External / internal signage | On-going as part of DDA | Part of DDA works | Ongoing – with THC translators |
| Golspie Library | External / internal signage | On-going as part of DDA | Part of DDA works | Complete. Sutherland Swimming Pool sign to be renewed to match. |
| Lochbroom Leisure | External / internal signage | On-going as part of DDA | Part of DDA works | On-going – with THC translators |
| Gairloch Leisure | External / internal signage | On-going as part of DDA | Part of DDA works | On-going - with THC translators |
| Inverness Botanic Gardens | External / internal signage | Q3 2013 - Q4 2014 | Rebranding | External signage replaced.  Main orientation signage replaced.  External directional signage being replaced and funded by Cobbs.  Proposals and costs to complete branding and interpretation being developed. |
| Highland Folk Museum | New main entrance sign | Q1 – Q4 2014/15 | Rebranding | New entrance sign complete.  Full rebranding and interpretation proposals and costs being developed.  Interim options being devised and costed. |
| Inverness Museum & Art Gallery | External / internal signage | Q1 – Q4 2015/16 | Rebranding | Full rebranding and interpretation proposals and costs being developed.  Interim options being devised and costed. |