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| HIGH LIFE HIGHLAND REPORT TO BOARD OF DIRECTORS25 June 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 updateAppendix B – Communications Plan updateAppendix C – Signage projects update |
| **4.** | **Implications** |
| 4.14.24.34.4 | 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: 12 June 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 autumn 2014
 |
| **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 to be integrated into web V2
 |
| * Explore options for High Life Highland mobile phone APP
 | * Libraries app has been user tested and is ready to launch. E-mail launch arranged for June 2014.
* 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 will be incorporated into V2 web project
 |
| * Agree scope of V2 website and identify budget required to implement
 | * Tender document complete
* Tender returns being evaluated with intention to award contract June 2014
* Project budget set at £50K as programmed within the marketing budget

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| * Devise and implement company-wide customer and staff feedback systems
 | * New customer complaints procedure in ‘field testing’
* Full implementation due July 2014
* Customer feedback system in development, due to be implemented August 2014
 |
| * 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 to be completed by end August 2014
* HFM, IMAG, Inverness Botanic Gardens have Trip Advisor pages
* HLH Twitter feed now in place
* HLH Board social media training to be rescheduled
* 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
* High Life Development project team established and working towards roll out during festive season 2014
 |
| **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 beginning July
* 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
* Email news platform in place for IMAG and Creative Learning ‘lapsed’ members
* Further roll-out of email newsletters for libraries planned during 2014
* Full suite of email communications included in web V2 project
* 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
 |
| **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
* Leisure membership promotional opportunities being devised throughout the year to support ongoing increases in income generation

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| * Implement agreed annual advertising plan
 | * Annual contract with SPP group in place
* SPP contract will be reviewed 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 for festive High Life promotion complete
* 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 festive period 2014/15
 |
| **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
 |
| **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

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| * Design and implement new High Life membership application form
 | * New one card application form will be introduced as High Life membership development is implemented

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| * Devise and implement rolling programme of High Life membership communications
 | * Programme of monthly High Life membership updates to be implemented by September 2014
* 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 autumn 2014
* ‘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
 |
| * Nominate individuals to follow up with agreed potential sponsors
 | * Action plan to be finalised to implement new framework
* Target date for roll out autumn 2014
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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 yearlyOngoing  | * 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 | WeeklyMonthlyQuarterly | * 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 a yearAnnually | * Positive response to request for staff submissions is ongoing
* 2013 Staff and Volunteer Awards event well received
* 2014 Staff Awards event taking place in 25th June 2014
* 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
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**Appendix B - Communications Plan Update**

**Communication with HLH Directors**

| **Area** | **Actions** | **Frequency** | **UPDATE** |
| --- | --- | --- | --- |
| HLH Charity BoardHLH Trading CIC BoardFinance 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
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**Appendix B - Communications Plan Update**

**Communication with External Audiences**

| **Audience** | **Communication Method(s)** | **Frequency** | **UPDATE** |
| --- | --- | --- | --- |
| The Highland Council | Adult and Children’s Services Culture and Leisure Contracts Scrutiny Sub-CommitteeSpecific Reports to February and August meetings – other two meetings scheduled in between. | Quarterly | * Implemented and on-going
 |
| 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 | ECS 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  | MeetingsEvents / conferences | As required | * Implemented and on-going
 |
| Local partner agencies and stakeholders  | Meetings, presentationsEvents / conferences | As required | * Implemented and on-going
 |
| Community groups | Meetings, briefings | As required | * Implemented and on-going
 |
| Media at local and national level | Media briefingsMedia releasesOne-to-one contacts | As required  | * Media coverage reported to HLH Directors on quarterly basis
 |
| Customers and members of the public | Direct email contactPrinted promotional materialSocial media contactWebsitePress editorialSelected advertisingUser/non-user surveysCustomer feedback systemCustomer complaints system  | On-going | * Implemented and on-going
* Specific tactics identified in marketing plan
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**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. |