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

#### Summary

The purpose of this report is to provide a six monthly update on progress made in implementing the 2015-19 Marketing and Communications Plan.

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

#### 1. Business Plan Contribution

- 1.1 This report supports the highlighted Business Outcomes from the High Life Highland (HLH) Business Plan:
  - 1. To advance sustainable growth and financial sustainability
  - 2. Deliver the Service Delivery Contract with THC
  - 3. Improving staff satisfaction
  - 4. Improving customer satisfaction
  - 5. A positive company image
  - 6. Services designed around customers and through market opportunities
  - 7. Sustain a good health and safety performance
  - 8. A trusted partner

#### 2. Background

2.1 Directors approved the 2015-19 Marketing and Communications Plan for HLH on 18 June 2015, requesting an update on progress in implementing the actions outlined in the Plan on a six-monthly basis. The purpose of this report is to provide that update.

#### 3. Marketing and Communications Plan Update

- 3.1 The Marketing Plan update is contained in **Appendix A**.
- 3.2 Media Clippings ongoing analysis of media referring directly or indirectly to HLH is monitored by the Marketing, PR and Communications team. For the full period since the last update from 1 June 2018 - 12 November 2018 HLH appeared in the press/media 238 times with each assessed and placed into the following categories:
  - 221 positive and neutral;
  - 17 negative
- 3.3 The negative aspects of the press coverage has been varied but includes issues mainly outside the control of HLH:

- Aviemore Highland Resort removal of access to swimming pool (10 articles)
- Isobel Rhind [GROW] project NHS removal of funding (4 articles)
- Plant room failure Inverness Leisure (2 articles)
- 3.4 Directors should note that HLH will liaise with THC Corporate Communications team to issue agreed joint statements where appropriate.
- 3.5 Details of the physical and online collateral created/produced by the MPRC Team since the last Board meeting (July November 2018) is included in **Appendix B**.
- 3.6 Directors have also been supplied with details of the marketing collateral for the previous 12 months (July 2017 June 2018) in **Appendix C.**

### 4. Sporta (Scotland) rebranding

- 4.1 Directors will be aware that HLH is a member of Sporta UK, the umbrella body representing sport and culture trusts and which is split into regions across the United Kingdom.
- 4.2 HLH is actively involved with both the national body and Sporta Scotland with the Charity's Chief Executive being the incumbent Chair.
- 4.3 Following a thorough public/member/stakeholder consultation period relating to various aspects of the rebranding; agreement has been reached whereby Sporta will become "Community Leisure UK". The rebranding will also have a sub-brand of "Community Leisure UK Scotland" for the Scottish region of the organisation. Appropriate reference to HLH's membership of the national organisation will be made on web pages and other promotional material.

#### 5. Policies Update/Review

- 5.1 The need to review the current Customer Complaints guidance was highlighted following repeated requests from a complainer about the same issue. In light of this, a new Customer Contact Persistent or Unreasonable Actions by Complainers Policy has been drafted with supporting guidance and the existing general Customer Complaints guidance reviewed accordingly. Directors are asked to approve the new policy attached at **Appendix D**. A copy of the supporting guidance is attached at **Appendix E** for information.
- 5.2 The Sponsorship, Advertising and Barter Deals Policy has been reviewed requiring no updates.
- 5.2.1 Directors should note that since the last review there have been a number of arrangements guided by the policy. These have included:
  - ✓ Sponsorship of the Volunteer and Staff Awards 2018
    - Sportsmax
    - Aqua Leisure Limited

- Booker Wholesale Limited
- Excel Vending Limited
- Saffrey Champness
- Dynam
- Jo Thompson Colour Printers
- ✓ Sponsorship of Strathpeffer Pavilion Art Fair 2018
  - Glen Wyvis Goodwill Gin (in consultation with HLH Trading Company Directors)
- ✓ Sponsorship of two Charity pool cars
  - Dickson of Inverness (Kia)

### 6. "School's Out" – summer activity programme

- 6.1 Directors will be aware that the HLH "School's Out" programme took place during the Highland school summer holidays (2<sup>nd</sup> July 21<sup>st</sup> August).
- 6.2 The programme had 37,969 bookings across all services.
- 6.3 The bookings came from a total of 1,289 activities across HLH.
- 6.4 91% of bookings came through the improved online booking system (an increase from 83% in previous year) which equates to just over 3,000 bookings coming 'in person' through our call-centre.
- 6.5 This year's bespoke online booking system saw a number of further improvements including streamlined online card payments; ability to be placed on waiting lists with subsequent automatic notification when places became available; improved search capabilities; improved 'look and feel' of the catalogue site.
- 6.6 All marketing was undertaken online through direct e-mailing campaigns or by 'paid for advertising' on social media. The focused campaign before and during the 'Schools Out' programme had direct costs of £971.
- 6.7 Directors will receive more information through the Marketing and Communications update presentation at the Board meeting.

#### 7. Implications

- 7.1 Resource Implications the resources associated with the delivery of the Marketing and Communications Plan have been approved within the 2017/18 budget.
- 7.2 Legal Implications GDPR (EU) is new legislation applying to the protection of an individual's privacy. Ongoing internal monitoring will be required to ensure compliance.
- 7.3 Equality Implications there are no new equality issues associated with this report.

7.4 Risk Implications – The measures outlined as part of this report indicate HLH is minimising risk of contravening any aspect of the new legislation

### Recommendation

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

Designation: Chief Executive

Date: 16 November 2018

## Appendix A – Marketing Plan Update

Tactic	Action	Update
Branding	Uniform  1. Ensure the company brand and logo is represented across the HLH staff and volunteer uniform range.  2. Develop appropriate applications of the brand to any new promotional give-aways.	The HLH brand is being applied consistently across the full range of uniform and appropriately on all promotional material issued by the Marketing, PR and Communications (MPRC) Team.  All promotional/advertising material will, where possible ensure full compliance with OSCR's guidance relating to advising the public of the organisation's charitable status.
	<ol> <li>Induction and role model behaviour</li> <li>Contribute to any updates of the company induction process as required.</li> <li>Demonstrate role model behaviour to peers and staff.</li> <li>Develop role model behaviours in teams and as part of staff appraisals.</li> <li>Positively challenge individuals and situations where role model behaviour isn't being displayed.</li> <li>Invest time in supporting and developing staff.</li> <li>Address poor performance.</li> </ol>	
	Site branding  1. Identify opportunities to roll out the use of company branded signage across all HLH facilities.  2. Work with the Estates Manager to apply company branding to sites receiving capital investment.	Site branding is considered on a case-by-case basis. As a result, corporate branding has been introduced (or is in the process of installation) in the following key sites:  - Inverness Botanic Gardens and Nursery directional signage - Inverness Museum and Art Gallery Main signage refreshed to include HLH

Marketing toolkit	corporate branding  Inverness Leisure – continued phased replacement to HLH branding  Golspie Swimming Pool – replace ageing and faded signage  Strathpeffer Pavilion – being updated to include HLH branding within signage  Canal Park internal branding in conjunction with HRFC  Site branding is in the design/installation stages for the following key sites:  Highland Archive and Records Centre external branding and signage  East Caithness Community Facility – HLH branding on entrance doors  Inverness Library pillars wrap around branding  North Coast Leisure Centre HLH branding external and internal  Poolewe Swimming pool external and internal HLH branding  Leven Centre HLH branding external signage and internal glass  Torrin Bunkhouse external signage HLH branding
Marketing toolkit     1. Ensure consistent and appropriate use of the marketing toolkit.     2. Identify new templates required and apply the brand	The marketing toolkit continues to be used across the organisation under the guidance of the Marketing, PR & Communications (MPRC) Team.
appropriately.	As part of the Great Day out in Sutherland an inflatable entrance / Race Start / Finish has been

Digital Communications	<ol> <li>Website         <ol> <li>Liaise with the ICT team to co-ordinate the development of the new company website.</li> <li>Liaise with all HLH services to agree the functionality and content required for each service.</li> <li>Manage the contract with the supplier to ensure that the website is developed on time, within budget and to the specification required.</li> </ol> </li> <li>Monitor the implementation of the website to ensure that it meets customer needs and arrange for any updates or changes as required.</li> <li>Monitor the content management of the website by each service.</li> </ol>	purchased which can be used for other events across the HLH estate.  This has standard HLH branding and also includes the flexibility to include bespoke branding for individual events or sponsorship.  New online corporate themes for the charity's website highlifehighland.com are being developed to give a cleaner and fresher look and feel to the site.  New themes in development for:  - Dinosaur Exhibition; - Health and Wellbeing; and - Canal Park  Video content is the largest growth area for online marketing. For this reason, HLH themes on the website have been updated to include an option for video to be included in the header area of each home page.  The new interactive video section is being used for the first time as part of the site created to support the 'In the Footsteps of Dinosaurs' exhibition at Inverness Museum and Art Gallery.
	<ol> <li>Email marketing</li> <li>Ensure that all service staff are proactively encouraging customers to give permission for their email addresses to be added to our databases.</li> <li>Segment groups of customers relevant to individual promotions.</li> <li>Send specific campaign information to segmented customer markets.</li> <li>Devise online surveys using 'Survey Gizmo' as required to</li> </ol>	The email marketing database continues to reach an audience of c.53K across leisure, library, visitor attractions and summer programme (School's Out) databases.  E-mail databases are used to support promotional campaigns and are tailored to suit the targeted audience or demographic.

- gain customer feedback. (an online survey platform that allows comprehensive reporting and data analysis)
- 5. Analyse the feedback and act on the findings.
- 6. Ensure customers are informed of our response to their feedback.
- 7. Use 'Mailchimp' to enable customers to sign up for a range of HLH information.
- 8. Ensure the information is sent to those requesting it.

HLH continues to use best practise and take advice from our Data Protection Officer in terms of GDPR and Privacy notices. (Representatives of the MPRC team attend the HLH GDPR Group to ensure communication, understanding and compliance.) There has been no significant rise in individuals unsubscribing from the HLH mailing list as a result of the new legislation.

Over the past 12 months 976,168 promotional emails have been delivered across the HLH database with 210,347 (25.57%) of those being opened and 26,622 (4.76%) links clicked.

Examples of marketing collateral can be viewed in Appendices 2 and 3.

#### Social media

- 1. Determine which sites are most beneficial to post to and when to post to them.
- 2. Decide how large the social media presence should be.
- 3. Identify the right metrics to use to measure progress towards social media goals
- 4. Set out how and why to engage current and potential customers online.
- 5. Set up and manage the company's Facebook presence.
- 6. Set up and manage the company's Twitter presence.
- 7. Arrange for the integration of a YOUTUBE channel into the website.
- 8. Assess FLICKR, Instagram, Snapchat, Vine and WhatsApp to determine which channel is the most appropriate for HLH customer engagement.
- Set up and manage the use of Trip Advisor in Highland Folk Museum, Inverness Museum and Art Gallery, Inverness Botanic Gardens, Ferrycroft Visitor Centre and Ben Nevis Visitor Centre.
- 10. Devise social media plans for each individual platform.

The main social media platforms in use by HLH are:

- Facebook;
- Twitter:
- YouTube;

HLH Twitter accounts have been introduced successfully to Sport, Inverness Botanic Gardens and Nursery and Archives and Libraries.

The Year of Young People Highland twitter feed is being managed by HLH and will be converted into an HLH Youth twitter feed early in 2019.

Other platforms are currently under consideration for use/rollout to selected appropriate services across HLH.

**Instagram** which is currently being piloted by the

	11. Ensure the ongoing adherence to the company's social media policy by all HLH staff.	Youth team as part of the YOYP will be reviewed in 2019 with a likely view to adopting a main HLH Instagram account.  Further to a successful review the plan is to have one Instagram account which by default becomes a pictorial review of all HLH activities giving followers an understanding of the breadth and depth of the work carried out by the Charity.  Examples of marketing collateral can be viewed in Appendices 2 and 3.
	<ol> <li>Analytics         <ol> <li>Use Google Analytics to monitor the performance of variables such as advertising and campaign performance, audience characteristics and behaviour, sales leads and conversion.</li> <li>Use Facebook user insights to monitor the success of campaigns through the following:</li></ol></li></ol>	Google Analytics continues to be used across highlifehighland.com and all associated websites.  Facebook Business Manager continues to be used to monitor user behaviours on the Facebook platform.  Examples of the analytics used by HLH will be presented to the Board meeting.
Press and public relations	<ol> <li>Maintain a close working relationship with THC's Press and Communications team.</li> <li>Work with Heads of Service and Principal Managers to identify opportunities to actively place stories and features in publications in support of HLH service activities and achievements.</li> <li>Engage and manage the services of a media monitoring company to maintain a library of press and media coverage and to evaluate the success of HLH PR activity.</li> </ol>	The media monitoring service is now operated internally using existing staffing resources to identify any coverage of HLH in the media and/or online.  The new system continues to monitor:  - Publication; - Reporter/Journalist; - Number of clippings;

		- Page coverage (in ¼ page equivalent); - Positive/Negative/Neutral.  The above information is presented to Senior Management in the format of a weekly Media Bulletin.  Since the last update press coverage has been the equivalent of 127 <b>full pages</b> of coverage relating directly or indirectly to HLH.  A member of the MPRC Team has also been made available to attend any meetings held by Principal Managers in order to ensure a consistent message and understanding of projects to/from that particular Service.
Advertising	<ol> <li>Assess advertising opportunities on a case by case basis to ensure that any advertising spend delivers value for money.</li> <li>Minimise the use of traditional display advertising that is not carefully targeted or easily measured.</li> </ol>	There remains a focus on the use of costeffective, targeted advertising using social media.  Campaigns include  - Outdoor Activities Officer Job advert  Impressions 80,292 with a Reach of 49,488 resulting in 2490 link clicks*  Cost of campaign = £194  - 25 <sup>th</sup> Anniversary IBG Discount  Impressions 74,513 with Reach 35,080  Cost of campaign = £155  - Derek Acorah Strathpeffer Pavilion  Impressions 74,513 with a Reach 14,440

		resulting in 261 link clicks
		Cost of campaign = £101
		Examples of marketing collateral can be viewed in Appendices 2 and 3.
		*Impressions = the number of times a post is displayed.  Reach = the number of unique people who saw the post/advert. Clicks = the number of people interacting with the post/advert.
Direct marketing and mailing	Establish databases of key customer groups.     Maximise on the use of electronic communication to these direct markets.	No direct mail campaigns have been undertaken since the last report.
	<ol> <li>Identify occasions that would benefit from door drop marketing.</li> </ol>	All campaigns have been supported digitally as part of the digital first ethos.
	Designate the geographic area for the campaign and arrange for leaflets to be delivered.	[Discussions are currently taking place internally within the MPRC team as to whether direct e-mail marketing should be classified in this section in a changing marketing/user-profile. A firm position will be adopted and a further update will be presented to Directors, which will most likely dovetail with the new business plan Marketing and Communications Strategy.]
Events and exhibitions	<ol> <li>Identify key events at which HLH services can be showcased.</li> <li>Create, maintain and manage the distribution of an event toolkit that can be used indoors and outside.</li> <li>Develop a range of promotional giveaways that can be distributed at events and as part of individual campaigns.</li> </ol>	Since the last update the agreement reached with Moray Firth Radio (MFR) to run and promote a wedding Fair at Strathpeffer Pavilion during October 2018 has had to be postponed and a provisional date has been set for March 2019.
		This was due to internal staff shortages at MFR and resulted in £1,000 of free advertising to HLH being accepted as a good will gesture.
		The Spa Pavilion was able to utilise a new

we end of the composition of the	The marketing team provided an IPad preloaded with a Survey Gizmo form to collect customer enquiry data.  In October the archive service ran and event celebrating Highland Healthcare. The Highlands played a unique role in the formation of the NHS in the shape of the Highlands and Islands Medical Service.  The event was supported in the HLH e-news blast and on Facebook with advertising. Blindcraft were approached by the marketing team and supplied a bed so that people could practise their hospital corners on the day as part of the promotions.
T an	celebrating Highland Healthcare. The Highlands played a unique role in the formation of the NHS in the shape of the Highlands and Islands Medical Service.  The event was supported in the HLH e-news blast and on Facebook with advertising. Blindcraft were approached by the marketing team and supplied a bed so that people could practise their hospital
an an an an con	and on Facebook with advertising. Blindcraft were approached by the marketing team and supplied a bed so that people could practise their hospital
ta ta	
	All available places for the talks at the event were taken and the day proved to be very successful with very positive feedback. (images taken on the day attached)
th w	Online merchandise is being introduced through the HLH website as the result of a partnership with Klass Klothing Ltd who are distributors for the Macron brand in the Highlands.
pi in ar	A small range has been identified and will be promoted across a sample of leisure centres initially. If successful the range will be made available across the Highlands. (Samples will be presented to a future Board meeting.)
	All staff continue to be encouraged to use the HLH Marketing Tool kit.

	ii) Newsletter iii) Certificate iv) Notice v) Leaflet vi) Timetable vii) Activity booking form viii) Powerpoint slide ix) Presentation pack cover  2. Identify additional templates that may be required and arrange for their design and addition to the toolkit.	The following collateral is being developed using the brand guidelines and toolkit:  - Strathpeffer Pavilion Art Fair leaflets and posters - Choose to Lead pull up banners and flyers - Strathpeffer Pavilion display stand and IPad stand for weddings promotions - Sandwich boards for Inverness Botanic gardens - Refreshed banners for IMAG - Reprint UHI posters for corporate membership promotion
Membership marketing and sales promotions	<ol> <li>Develop membership marketing and sales promotions for the following as required:         <ol> <li>New services (for example digital newspapers)</li> <li>Pilot initiatives (for example Love to Swim)</li> <li>Special projects (for example You Time);</li> <li>Existing services (for example researching your family history).</li> </ol> </li> <li>Maximise on the use of email, social media and direct marketing in each promotion.</li> <li>Work with the HIE appointed consultant to design and host a marketing seminar with SMT for the purposes of identifying key actions to develop the High Life membership scheme and to increase sales.</li> <li>Update the High Life work streams document to reflect the outcome of the seminar.</li> <li>Oversee the implementation of the work streams.</li> <li>Review the outcomes and monitor sales levels in response to the actions implemented.</li> </ol>	Community Centre is a promotion restricted to annual memberships (paid in full) only with limited availability for both individual and family members to support the installation of the new gym equipment.  Facebook campaign:  35722 impressions with 5170 reach link clicks 276

		The above promotions will be reviewed and further developed by the HLH Promotions Group (consisting of representatives from MPRC, Facilities, ICT and Commercial).
Photography	<ol> <li>Build and manage the bank of high quality photographic images which communicate the company's key messages and which will be used to promote HLH services across all media.</li> </ol>	The bank of images has continued to be increased.
Newspapers, television and radio	<ol> <li>Maintain proactive working contact will all local newspapers, radio stations and television stations.</li> <li>Identify opportunities to engage with the relevant media contacts as part of individual campaigns or promotions.</li> </ol>	The MPRC team continue to work with colleagues across the services to identify press and media opportunities.  All media releases or requests are passed though the MPRC team for approval and newsworthy stories are requested on a regular basis from principal managers and their teams.
Sponsorship, advertising and contra deals	<ol> <li>Identify opportunities to secure partnerships with third party and commercial organisations to progress sponsorship, advertising and contra deal packages.</li> <li>Maintain an overview of the activity of all HLH staff to ensure that they are operating within the company's policy and guidelines for sponsorship, advertising and contra deals.</li> <li>Manage the relationship with the marketing departments of companies with whom sponsorship, advertising and contra deal agreements have been reached to ensure that the terms of the agreements are realised.</li> </ol>	Since the last update the MPRC team has secured an agreement with Landmark press to change the structure of their contra deal to include savings and income as well. (The deal is initially for 12 months to be reviewed and will be likely to roll forward if deemed acceptable by both parties.)  This means HLH achieves a saving of circa £1,500 in print costs and additional income of £3,000 per annum as well as equivalent £4,500 advertising in Landmark Press bedroom folders.

Print	<ol> <li>Encourage all HLH staff to minimise the use of printed promotional material.</li> <li>Identify opportunities to maximise the use of digital communications.</li> <li>Work with the Finance Manager and service staff to further reduce the costs of managed print.</li> <li>Focus any spend on managed print in support of increasing customer numbers at the company's visitor attractions and on increasing High Life membership sales.</li> </ol>	In line with the 'digital first ethos' – print has been kept to a minimum during this period.  Despite a strong move to digital media, there are occasions in HLH when collateral still requires to be printed.  Since the last update HLH has printed information leaflets for Music Tuition, Read to Success leaflet for Libraries, Choose to Lead posters for the leadership programme, Reprint UHI posters for corporate membership promotion and posters, flyers and invites for the Strathpeffer Pavilion Art Fair.  Examples of marketing collateral can be viewed in Appendices 2 and 3.
Research	<ol> <li>Identify research that would provide key data to inform the development of specific marketing and sales activities to increase High Life membership sales, increase visitor numbers at HLH tourism centres and enhance service delivery.</li> <li>Determine the most appropriate and cost effective method to undertake the research.</li> <li>Complete the research, analyse the findings and act on the results.</li> <li>Work with the HIE Specialist Advisor to complete the Price Sensitivity analysis of High Life.</li> <li>Use the findings of the report to inform future price change recommendations.</li> </ol>	The online membership cancellation survey continues to form part of a market-research process to identify the reason(s) that individuals cancel their High Life Memberships.  The information from this system will be comanaged by the MPRC Team and the central High Life Team. Additionally, the information will also be used by the Promotions Group to identify areas of opportunity to promote <i>highlife</i> initiatives across the Highlands.
Inverness Castle Project	<ol> <li>The project's vision is of Inverness Castle becoming an international quality visitor attraction that celebrates the spirit of the Highlands past, present and future: its creativity, well- being, culture, heritage and natural environment; attract new and returning visitors to the area; is embraced by the people</li> </ol>	HLH is being funded by the Inverness Castle project to supply a project-specific marketing officer to assist the Project Manager with the marketing and communications aspects of the project.

of the Highlands; and inspires all to visit other parts of the Highlands.	Since the last update this has included:  - Contribution to the overall Inverness
	Castle Project development  - Completion of the marketing and communications protocol and ongoing development of the marketing and communications plan  - Coordination of the City Region Deal aspects associated with Inverness Castle Project  - Further development of the stakeholder
	engagement approach, including identification of opportunities to provide high level briefings to key stakeholder groups (e.g. SCDI)  - Undertaking 'learning journeys' to other councils and visitor attractions, and contributing to a workshop with NMS colleagues
	<ul> <li>Contributing to the activity plan for community engagement being led by IMAG colleagues</li> <li>Further development of the digital approach for the project</li> <li>Hosting one to one briefings with key media representatives in the Highland area</li> </ul>

# **July 2018**

### E-news



Social Advertising

### Other Collateral and Print.







# August 2018

Collateral and Print.





Recent chart long shown chair nature of reading a whele mean important giffs and char give our chair beginning or the tause balls competition can be given for all subjects, and only finglish, and a serve to larvier paid for the control of the final differted balls or gain for the control of the final differted point obtains to developing their mading stall



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E-news

# September 2018

E-news Social Advertising



Other Collateral and Print.





# October 2018

Collateral and Print.













Social Advertising

E-news

# High Life Highland Marketing Collateral









The minimum width on .

To achieve maximum impact please us, 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 dear 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.eps7 high\_life\_RGB.jpg

#### Identity Typeface - Myriad Pro font family

#### ABCDEFGHIJKLMNOPQRSTUVWXYZ abcdefghijklmnopgrstuvwxyz 0123456789

#### Primary colour palette

	P
	P
	0

PMS 632

Screen #00a3ca R-0 0:163 R-203



PMS 275 C 100 M 100 Y-0 K-40 Screen #1a125a R:26 © 18 B:90

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

#### Reversed text colour version



#### Mono white version



high\_life\_reverse\_white.eps

dark background, please use the reversed set the High Life accent colour sofessional

#### Mono black version



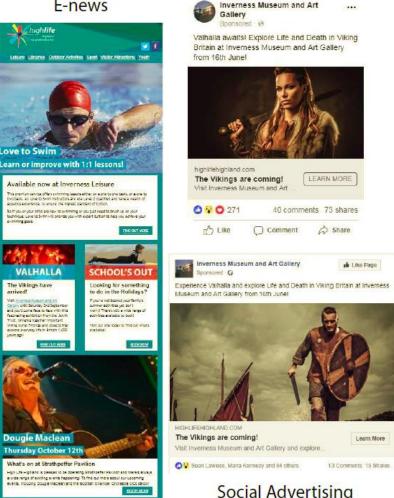
high\_life\_blackeps/high\_life\_black.jpg

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.

July 2017 - June 2018

# **July 2017**

### E-news



Social Advertising



Other Collateral and Print.





# August 2017

Collateral and Print.







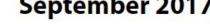






E-news

# September 2017







Welcome Fáilte

Help Us To Improv

Our Service

**Raointean Teanais** 

Shrath Pheofhair

Dingwall and Strathpeffer Tennis Club sessions:

Sunday 10am-1pm | Wednesday 5.30pm-8.30pm www.dingwallstrathpeffertennis.org

Other Collateral and Print.







## October 2017

Collateral and Print.









### Social Advertising



### E-news





## November 2017

#### E-news





### Social Advertising





# Other Collateral and Print.





### Your donation matters Tha an tìodhlac agad cudromach

We are a charity and rely on your donations.

There is no charge to access the archive collections but it costs us a minimum of £10.00 per visitor to run the Archive Centre.

Please give generously to help us continue to preserve Highland history.

Thank you for your support

# December 2017

Collateral and Print.





Winner: The Bell Family

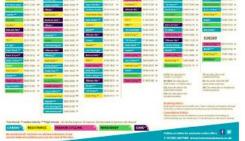
Please call High Life Highland Outdoor Activities to arrange a suitable date for your introduction to paddle sparts for four - 0.1463 718009 | outdooractivities/bright/fishighland.com













### E-news



## Social Advertising



# January 2018

NHS Highland

#### E-news

### Other Collateral and Print.









# February 2018

E-news Social Advertising



Other Collateral and Print.



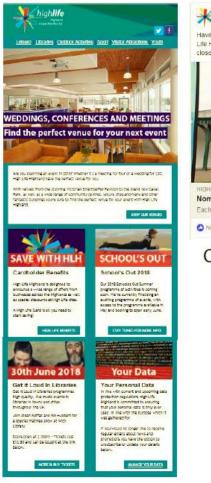




### March 2018

### E-news

### Social Advertising





To find out more about the Pavilion or to book your

wedding, meeting or event visit strathpefferpavilion.org or call 01997 420124



# **Àite-Campachaidh Thoirbheartan Torridon Campsite**

TEANTAICHEAN A-MHÀIN – DACHAIGHEAN-MOTAIR IS CARABHANAICHEAN TOIRMISGTE. LEUGH AM BORD-FIOSRACHAIDH AIG A' GHEATA MUS CUIR THU SUAS DO THEANT. TENTS ONLY PLEASE - SORRY NO MOTORHOMES OR CARAVANS. PLEASE READ THE INFORMATION BOARD BY THE GATE BEFORE PITCHING YOUR TENT.



# April 2018

### E-news



Other Collateral and Print.









# May 2018

# E-news S



### Social Advertising



### Other Collateral and Print.









## **June 2018**

Collateral and Print.









### Social Advertising





### E-news





# Customer Contact – Persistent or Unreasonable Actions by Complainers Policy

V1 – To be approved HLH Board 11 December 2018

Review Date: December 2020

#### **Policy**

- 1.1 High Life Highland is committed to providing its customers with professional services to a high standard and seeks to do so in a polite and courteous manner.
- 1.2 However, when things go wrong, customers have a right to be heard, understood and respected. We seek to be open and accessible in ensuring that complaints are dealt with appropriately, effectively and with a view to improving the services it provides. We operate a two-stage complaints procedure, which is based largely on the Scottish Public Services Ombudsman's model complaints handling procedure.
- 1.3 On some occasions, the behaviour or actions of customers makes it difficult for us to deal with their complaint. In a small number of cases, their actions become unacceptable because they involve abuse of our staff or processes or complain in such circumstances that their actions or behaviour do not justify expending further resources or are otherwise unreasonable.
- 1.4 When this happens, we will take action to protect our staff, and will consider the impact of the behaviour on our ability to carry out our duties and provide services to others.
- 1.5 This Policy is supported by detailed guidance which explains how HLH will approach these situations and will define under which circumstances a customer's actions can be classed as unacceptable.
- 1.6 This Policy should be read in conjunction with the Violence at Work and Social Media guidance. It is based on the Scottish Public Services Ombudsman's Unacceptable Actions Policy.



# Customer Contact – Persistent or Unreasonable Actions by Complainers Guidance

V1 - 12 September 2018

#### 1. Introduction

- 1.1 The document has been adapted from guidance provided to public service providers by the Scottish Public Services Ombudsman (SPSO) and articulates HLH's approach to the rare instances where persons who complain do so in such circumstances that their actions or behaviour do not justify expending further resources or are otherwise unreasonable.
- 1.2 Such instances are very rare but typically involve persons who refuse to accept closure and constantly write reiterating the same complaint. Consequently public monies are unnecessarily and/or disproportionately spent on such investigations. The term complainant includes anyone acting on behalf of a complainer or contacts HLH in connection with a complaint.

#### 2. Intention

- 2.1 To make it clear to all complainants, both at initial contact and throughout their dealings with HLH, what can and cannot be done in relation to their complaint. In doing so HLH aim to be open and not raise hopes or expectations we cannot meet.
- 2.2 To deal and respond fairly, honestly, consistently and appropriately with all complainants, including those whose actions HLH consider unacceptable. HLH believe that all complainants have the right to be heard, understood and respected. We also consider that HLH staff have the same rights.
- 2.3 To provide a service that is accessible to all complainants. However HLH retain the right, where we consider the actions of the complainant to be unacceptable, to restrict or change access to our service.
- 2.4 To ensure that complainants and HLH staff do not suffer any disadvantage from unacceptable actions from a complainant.

#### 3. The Actions We Aim To Manage

3.1 People may act out of character in times of trouble or distress. There may have been upsetting or distressing circumstances leading up to a complaint being made to HLH. We do not view behaviour as unacceptable just because a customer is forceful or determined. Indeed, it has often been the case that persistence can be a positive

advantage when pursuing a complaint. However, the actions of customers who are angry, demanding or excessively persistent may result in unreasonable demands being placed on us or unacceptable behaviour towards our staff. It is these actions that are considered unacceptable and which we will seek to manage under this guidance.

3.2 These actions have been grouped under three broad headings:

#### 3.2.1 Aggressive or Abusive Behaviour

- a. Violence is not restricted to acts of aggression that may result in physical harm. It also includes behaviour or language (whether oral or written) that may cause staff to feel afraid, threatened or abused.
- b. Examples of behaviours grouped under this heading include threats, physical violence, personal verbal abuse, derogatory, slanderous or libellous remarks, either verbal or written, and rudeness. HLH also considers inflammatory statements and unsubstantiated allegations can be abusive behaviour.
- c. We expect our staff to be treated courteously and with respect. Violence or abuse towards staff is unacceptable. It is important that staff are trained to understand the difference between aggression and anger. The anger felt by many customers is often linked to the subject matter of their complaint. However, it is not acceptable when anger escalates into aggression or abuse directed towards HLH staff.

#### 3.2.2 Unreasonable Demands

- a. Complainants may make what are considered unreasonable demands on HLH through the volume of information they seek, the nature and scale of service they expect or the number of approaches they make. What amounts to unreasonable demands will always depend on the circumstances surrounding the behaviour and the seriousness of the issues raised by the complainant or their representative.
- b. Examples of actions grouped under this heading include demanding responses within an unreasonable time-scale, insisting on meeting with or speaking to a particular member of staff, excessive phone calls or letters, repeatedly changing the substance of the complaint or raising unrelated concerns with the intention of prolonging the investigation.
- c. HLH will consider these demands as unacceptable and unreasonable if they start to impact substantially on HLH's work, such as taking up an excessive amount of staff time to the disadvantage of service delivery to other customers.
- d. It is acknowledged that some complaints will require substantial investigation and in such cases resources invested and necessary and proportionate.

#### 3.2.3 Unreasonable Levels of Contact

- a. It is acknowledged that some customers will not or cannot accept that we are unable to assist them further or provide a level of service other than that provided already. Customers may persist in disagreeing with the action or decision taken in relation to their complaint or contact the office persistently about the same issue.
- b. Examples of actions grouped under this heading include persistent refusal to accept a decision made in relation to a complaint, persistent refusal to accept explanations relating to what HLH can or cannot do and continuing to pursue a complaint without presenting any substantive new information and manufacturing complaints against HLH staff who have corresponded with the complainant when the complainant disagrees with an outcome. The way in which these customers approach HLH may be entirely reasonable, but it is their persistent behaviour in continuing to do so that is not.
- c. HLH consider the actions of customers making persistent complaints to be unacceptable when the amount of time spent talking to a customer on the telephone, or responding to e-mails and written correspondence impacts on our ability to deal with that complaint or other customer's complaints, and causes distress to either staff or other customers.

### 4. Managing Unacceptable Actions by Customers

- 4.1 There are relatively few complainants whose actions HLH consider unacceptable. For those customers whose actions we would consider to be unacceptable, the way in which we will seek to manage those actions will depend on their nature and extent.
- 4.2 We will advise a customer if their behaviour is considered to be unacceptable, and the possible consequences that will occur if they do not moderate their behaviour in future. We will attempt do so in a way which is likely to diffuse the situation, and aim to bring the tone of communication back to a more reasonable level.
- 4.3 If a customer's actions are such that they adversely affect our ability to carry out our work and provide services to others, it may be necessary to restrict a complainant's contact with us.
- 4.4 We will aim to do this, wherever possible, in a way that allows a customer to progress their complaint to completion through the process. It may be necessary to restrict contact in person, by telephone, fax, letter or electronically or by any combination of these. However we will seek to maintain at least one form of contact.

- 4.5 The threat or use of physical violence, verbal abuse or harassment towards our staff is likely to result in the ending of all direct contact with the customer. Incidents may be reported to the police and will always be reported where physical violence is used or threatened.
- 4.6 HLH will not deal with correspondence (letter, fax or electronic mail) that is abusive to staff or contains allegations that lack substantive evidence. When this happens the complainant will be advised that we consider their language offensive, unnecessary and unhelpful and be asked to stop using such language. They will also be advised that we will not respond to their correspondence if they persist in using offensive language. Our staff will end telephone calls if the caller is considered aggressive, abusive or offensive. The staff member taking the call has the right to politely inform the caller that the behaviour is unacceptable and end the call if the behaviour persists.
- 4.7 In extreme situations, a customer may be advised in writing that their name is on a 'no personal contact' list. This means that they must restrict contact with us to either written communication or via a third party
- 4.8 Where a customer repeatedly phones, visits HLH offices, sends irrelevant documents or raises the same issues, we may decide to:
- advise the complainant that we will not engage in any further communication on this specific matter
- only take telephone calls from the complainant at set times on set days or put an arrangement in place for only one member of staff to deal with calls or correspondence from the customer in the future.
- require the customer to make an appointment to see a named member of staff before visiting the office or that the customer contacts the office in writing only.
- return the documents to the customer or, in extreme cases, advise the customer that further irrelevant documents will be destroyed.
- take other action that is considered appropriate in the circumstances. We must always tell the customer what action is being taken and why.
- 4.9 Where a complainant continues to correspond on a wide range of issues, and this action is considered to be unreasonably excessive, then the complainant will be advised that only a certain number of issues will be considered in a given period and asked to limit or focus their requests accordingly.

4.10 A complainant's actions may be considered unreasonably persistent if all internal and external review mechanisms have been exhausted, and the complainant continues to dispute HLH's decision relating to their complaint. The complainant will be advised that no future phone calls will be accepted or interviews granted concerning this specific complaint. Any future contact by the complainant on this particular issue must be in writing. Future correspondence will be acknowledged, read and filed, but only substantively responded to if the customer provides significant new information relating to the complaint.

#### 5 The Process We Will Follow to Make Decisions about Unreasonable Behaviour

- 5.1 Any member of our staff who experiences aggressive or abusive behaviour from a complainant have the authority to deal immediately with that behaviour in a manner they consider appropriate to the situation and in line with this Policy and Guidance. The staff member should record the incident, on a centralised log, together with details of the actions taken by them and should refer the matter to their line manager who, in conjunction with their Head of Service, will consider what appropriate action to take in line with the Violence at Work Policy. This in no way prevents a member of staff from terminating a conversation and/or meeting should they experience aggressive or abusive behaviour which they consider unacceptable.
- 5.2 It will be the responsibility of Line Managers to ensure that their staff are properly supported when raising concerns relating to non-violent unacceptable actions by customers, in line with supplementary guidance. Line Managers will also be responsible for updating relevant staff as to the outcome of any investigation. Staff are responsible for reporting all suspected unacceptable actions and for complying with measures put in place to ensure their health, safety and well-being at work. Wherever possible, a customer will be given the opportunity to modify their behaviour or action before a decision is taken to restrict their contact.
- 5.3 With the exception of such immediate decisions taken at the time of an incident, a decision to restrict contact of a complainant is only taken after careful consideration of the situation by a Head of Service. Complainants will be informed in writing why a decision has been made to restrict future contact, the restricted contact arrangements and the length of time that these restrictions will be in place.

#### 6 Appealing a Decision to Restrict the Method of Contact

6.1 A complainant can appeal a decision to restrict contact. If they do this, HLH will only consider arguments that relate to the restriction and not to either the complaint made or to our decision to close a complaint.

- 6.2. An appeal could include, for example, a complainant arguing that their actions were wrongly identified as unacceptable, the restrictions were disproportionate or that they will adversely impact on the customer because of personal circumstances.
- 6.3 The Chief Executive will consider the appeal (both the circumstances and decision to restrict contact) and will advise the complainant in writing that either the restricted contact arrangements still apply or a different course of action has been agreed. Appeals involving the Chief Executive will be escalated to the Chair of the HLH Board (or their nominated representative) who will consider the appeal as the Chief Executive's line manager.

### 7 Recording and Reviewing a Decision to Restrict Contact

- 7.1 HLH will record all incidents of unacceptable actions by customers.
- 7.2 Where it is decided to restrict contact HLH will keep a note on the relevant paper or electronic file and will record restrictions on a centralised log and the Senior Management Team will review the status of all complainants with restricted contact arrangements on a regular basis.
- 7.3 A decision to restrict a customer's contact will be reconsidered if the customer demonstrates a more acceptable approach.

#### 8 Review and Availability

8.1 This policy and guidance will be reviewed on a regular basis to make sure that its aims are being achieved.