



A brand identity
that gave The Yard
a voice to lead
the nation

02. Executive summary

Scotland Yard Adventure Centre, known as The Yard, is an oasis in the heart of Edinburgh that **provides indoor and outdoor adventure play facilities for disabled children and young people**. It is a modestly-sized charity serving Scotland with national ambitions.

Tayburn has developed a brand that has given them a **voice**, and helped them gain **confidence** when speaking to new **audiences**.

Tayburn has worked with The Yard for the past five years. In that time we have witnessed the organisation transforming itself from a little known local provider to a nationally recognised centre of excellence.

But The Yard's business proposition goes against conventional wisdom – it wants to celebrate 'difference' together in an environment where disabled kids and their families can 'flourish' and not just be expected to 'cope' in general society.

The public perception has always been that full inclusion was more beneficial to kids with special needs than separating them out into bespoke schools and communities. The Yard had therefore felt nervous about celebrating their achievements. They required confidence and a robust reputation to match their stretching ambitions.

Tayburn has developed a brand that has given them a voice, helped them gain confidence when speaking to new audiences and over time, helped establish a strong reputation for their amazing organisation. We have done this with a modest budget, in the knowledge that every penny spent was coming at the expense of funding their great work.

By creating a brand identity that was distinctive and engaging enough to give the charity confidence and in turn grow their professional reputation, the Yard have now become much more than a niche local charity. They have been involved in the creation of five new centres across the nation, they have earned national TV coverage worth an estimated £2.4 million and their proposition has now been adopted as the best in class model to lead The Scottish Government's National Play Strategy.

(296 words)



*"It's a home there's no other way
to describe it"
- Gillian*

03. Project overview

Outline of project brief

Strategic thinking

The Yard wanted to move from a local niche charity to a national centre of excellence for disabled children. They knew that their special way of doing things worked but they were going against traditionally accepted wisdom on how to support these children so found it hard to stand up and get listened to.

They came to Tayburn to help them develop a brand that could give them the confidence and credibility to change public perceptions and pave the way to growing their service for the benefit of more people in need. But also to gain a national profile and become the leader in their field. Specifically they also wanted to:

- Develop a long-term relationship that was not fee focused so that the modest marketing budget would go further.
- Avoid reinventing themselves, instead 'bottle' the existing fundamental ethos of The Yard and then translate it effectively to new sites and audiences such as the children of the homeless, prisoners, the bereaved and the travelling community.
- Invest in research to unlock insight on perceptions and users.
- Gain national coverage without investing in advertising.
- Put 'play' on the national map for disabled children.
- Pilot outreach projects that would test their approach.
- Ensuring brand consistency for community-led fundraising activity.

“We want to be like Maggie’s Centre – **a centre of play and well-being** for disabled kids and their families too.”

Celine Sinclair,
Chief Executive, The Yard



03. Project overview (continued)

“Tayburn’s expertise has provided the confidence and voice to articulate the **positive outcomes for child and family that play provides** and what contribution it makes to the well-being of the family as a whole, for a modest cost.”

Jenny McDonald
Fundraising Manager,
The Yard

Description of business

The Yard is a much loved and essential service. Located in Edinburgh’s new town, it is the only indoor and outdoor adventure playcentre for children with disabilities in the East of Scotland.

The centre is much more than a building or the sum of the many services it provides. It is a cherished and much loved part of the lives of the children, young people and adults it supports.

The people who provide this care and support at The Yard are an amazing bunch of enthusiastic and imaginative specialist playworkers. They see the play potential in the environment around them and turn the mundane into the magical, and they deliver incredible results.

This opportunity to play with other children like themselves in a safe and inclusive environment helps develop confidence, self-esteem and life skills, which can be transformational.

Any person who had been touched by The Yard spoke of the exceptional, positive impact The Yard had had on their life. Its services can move families from a situation of despair to situations of hope and normality, far removed from merely coping day-to-day.

The organisation was growing and eager to help more people benefit from their service but they needed a little help to get their proposition across.



The people who provide this care and support at The Yard are an amazing bunch of enthusiastic and imaginative specialist playworkers.

03. Project overview (continued)

Today, charities like The Yard often find themselves up against larger national organisations, competing for a smaller share of a smaller pot of money.

Overview of market

The Charitable Sector is increasingly fierce and competitive. After 18 years of delivering a purely local service The Yard knew it would have to grow and develop its services if it was to succeed in the future.

Charitable organisations can no longer rely on grants from local authorities or voluntary income from the commercial sector. Today, charities like The Yard often find themselves up against larger national organisations, competing for a smaller share of a smaller pot of money. So without clear strategic direction, confidence and ambition to grow the organisation, it was clear that they too were going to struggle to survive in this environment.

In Scotland many small organisations catering to kids with disabilities are struggling to deliver services due to underfunding or lack of equipment and therefore children are not getting the best deal.

The Scottish Government recognised this situation and were looking for a best practice provision that would provide an effective vehicle for change.

The Yard are well equipped to capitalise on these market conditions:

- 80% of funding in place for 2013/14 by April 2013. This means efforts can be focused on longer term ambitions rather than hand to mouth fundraising.
- They have realised the Scottish Government vision re support for children with additional support needs in vulnerable areas with Play Rangers.
- INC Consortium (including The Yard) won a £4.6 million contract to provide holiday playschemes for disabled children in Edinburgh.
- The Yard Memorandum of Article of Association amended to allow the organisation to operate nationally.
- Big Lottery application made to research the model of expansion that is best suited to The Yard.
- Social needs audit underway in five Scottish regions.
- Board and senior staff fully embedded and on message.
- A waiting list of families are demanding their services.

Project launch

Ongoing through 2013/14

Marketing and communications budget

£20,000 in 2013/14

Tayburn provide all creative and artwork services free of charge and calls on the creative skills and manpower of The Yard team in all its design solutions. Out-costs such as print, copywriting, illustration and photography are carefully sourced and charged net.

(690 words)

04. Outline of design solution

Strategic thinking

With limited resource we had to think carefully about how to get The Yard's voice heard. We had to tell the story of The Yard, what they do, how they do it, when they do it and most importantly how their work impacts on the lives of children, parents and volunteers. But it also had to talk strategically about their past successes and future ambitions.

To move from a local charity to a national example of best practice that challenged category wisdom about integration and children with disabilities, The Yard required confidence in their abilities as an organisation and a reputation based on results.

This would then provide a platform or 'voice' for organisational development focused on new play centres, new service provision related to play and well-being and new partnerships, with other charities and hard to reach communities too. This voice was developed for three distinct audience groups and several key projects:

1. Stakeholders via the Annual Report and corporate film
2. Service users via the website and social media
3. Peer organisations via training resources

Our overarching strategic principles were therefore to:

- Be distinctive and engaging enough to cut through the busy charity market and get all of the right people talking.
- Find a simple yet effective way to bring the magnificent world of The Yard to life.
- Be selective about the communication channels that could amplify our 'voice' with minimal investment.
- Do all of the above in a consistent way to build brand awareness.

“Tayburn invested in **understanding** the culture of The Yard. They spent time with us to understand **the truth** of the service we provide. This investment is reflected in the **quality** of their work.”

Celine Sinclair,
Chief Executive, The Yard



A simple yet effective way to bring the magnificent world of The Yard to life while getting key business metrics across.

04. Outline of design solution (continued)

12

Creative Awards have been won over the past five years

“I recently received a copy of the report and I am writing to say that this is the most creative and engaging document I have seen in a very, very long time. Congratulations to you and the Tayburn team for producing such a fabulous piece.”

Hamira Khan, Chief Officer,
Scottish Youth Parliament

Annual Reports 2010-2013

The award-winning reports adopt different formats but always remain true to The Yard brand messages.

Design solution

Communicating effectively with stakeholders

The Annual Report has to tell the story of The Yard – what they do, how they do it and most importantly how their work improves the lives of the children, parents and volunteers.

It must also talk strategically about their ambitions, in a way that key influencers will understand.

Over the past five years Tayburn have developed this general principal in a number of ways creatively. At all times we wanted to get disproportionate stand-out and engagement. Format, materials, structure, photography, copy and illustration have all had a part to play, as has careful distribution to key influencers.

Specifically, the reports have:

- Shown The Yard in action and shared their outcomes with stakeholders.
- Used yellow and black as the key colour palette.
- Instilled a feeling of warmth and organised chaos and a sensory aspect in their production.

These reports have won numerous awards but have also been recognised for their business effectiveness by the influencers who received them.



04. Outline of design solution (continued)

Winner of
Scottish Design
Award 2014
Corporate
Literature/Annual
Report

In 2012/13 we focused the design solution on The Yard family. The beauty of The Yard model is that children develop a circle of friends naturally as a by-product of their time spent playing together. These friendships build self-confidence, independence, improved communication skills, better health and a sense of self in the child but also involve the parents and carers along the way – an extended family of users benefiting from peer support.

We used plates to build an inter-connected family tree. The tree has become a symbol of The Yard family. 1,000 copies were printed and distributed.

A corporate film was also produced at this time. Directed by an autistic child, it featured the family tree build process. The film has been shown at various events to much acclaim.



Annual Report 2012/13

- 01. Front cover.
- 02. Opened to reveal introduction.
- 03. Opened again to reveal performance.
- 04. Opened again to show the connections children and parents make.
- 04. Opened fully to reveal the family tree in situ at The Yard.



04. Outline of design solution (continued)

“Disability is a leveller. Through being here and having these experiences you are much more likely to share. It is a place to offload and very good for siblings. Here there are no expectations on you.”

Cathy,
Parent of regular user of The Yard

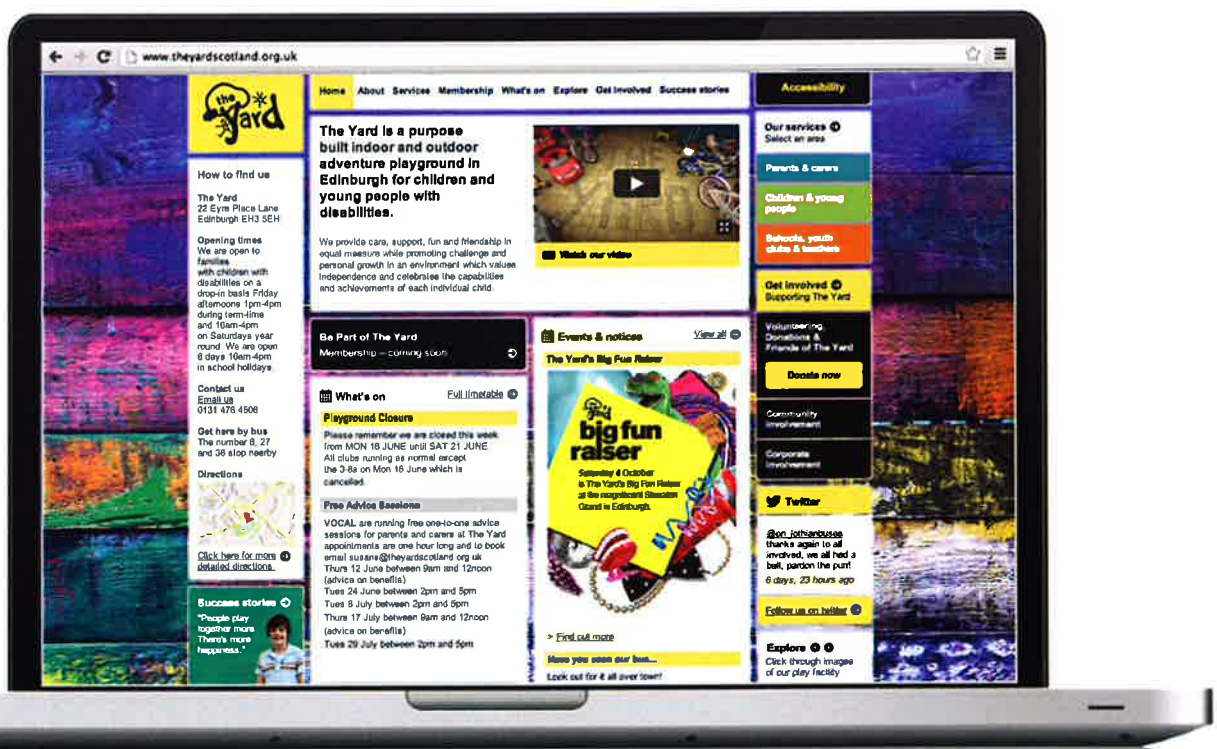
Communicating effectively with service users

The website was re-imagined, with the service user (parents, carers, schools) front of mind.

It does this by providing a straight-forward user experience. We know that a typical user is time-stressed, a dashboard approach provides up-to-date information at your fingertips – what is on when, travel details, booking updates etc, at-a-glance. The CMS ensures the content is easily updated.

The design solution also ensures that there is an appropriate home for stakeholder information.

The new website provided social media channels for The Yard for the first time. These have been incredibly effective in spreading the word about activities and progress.



Website

The website was designed to provide all the key pieces of information a busy parent might want, at a glance.

04. Outline of design solution (continued)

Communicating effectively with peer organisations

Other play providers such as schools and community groups are an important influencer channel and a new audience group for The Yard. The principals of inclusive play can be easily adopted beyond disability provision.

These types of organisations need resources to fuel their own training requirements. The Yard developed the Fun and Friendship pack to bring play training to life. Each chapter detailed practical advice in text and pictures accompanied by forme-cut inserts that detailed cas study examples.

These packs were supplied to play providers, thereby helping to spread the word on The Yard's work but also on how they deliver best practice nationally too.

(566 words)

Fun and Friendship training resource pack

The pack contains a series of coloured envelopes printed with the brochure content and containing case study examples.



05. Results

“We want Scotland to be the best place to grow up. A nation which values play as a life-enhancing daily experience for all our children and young people; in their homes, nurseries, schools and communities. We chose to launch The National Play Strategy Action Plan at The Yard because they are a great example of best practice in play provision.”

Erica Clarkson,
Team Leader, Early Years,
The Scottish Government

Now The Yard have the confidence to not only put forward their proposition and grow their company but to expand their sphere of influence and lead an overhaul of the entire category. They have made it acceptable to have specialist centres as well as inclusion provision in the UK.

Not only are other centres and youth clubs looking to collaborate with them on the best practice models for looking after children with special needs and their families, but they have also been asked to lead the debate across the whole country to inform policy about how to care for these children and transform public perceptions.

Far from having to fight against the status quo, The Yard are now the thought leaders for the whole industry. That means that tens of thousands of children and their families lives will be transformed with this new approach to care. And none of it could have been done without the reinvention of their identity which gave them the confidence to go out in the world and the credibility to make people stand up and take notice of their work.

Becoming a national example of play excellence

The DIY SOS Big Build activity transformed the facilities at the Yard – to an estimated benefit in kind value of £650,000. This transformation meant that The Yard was ready to act as a showcase for best practice in play care provision.

Further to a visit by Tam Baillie, Scotland's Commissioner for Children and Young People and Aileen Campbell, Minister for Children and Young People in 2013, The Scottish Government adopted The Yard as the model for all play in Scotland and launched the National Play Strategy Action Plan there.

Gaining national awareness for the first time

The Annual Report was instrumental in the decision by Children in Need and DIY SOS Big Build to choose The Yard as its project for 2012/13. The six minute slot on the Children in Need show was valued at £564,000* and DIY SOS was watched by 3.9m viewers and valued at £2.4 million*.

*Source: Spirit Media using BARB audience data and ITV station cost for 30 second commercials for mid November 2012.

Nick Knowles and the team that transformed The Yard in 2012/13.



05. Results (continued)

The Yard is currently in the process of developing a national forum for inclusive play. This will provide best practice and policy for all play providers in Scotland. It is hoped it will be widely adopted and will mean that duplication of effort and overlap by providers is avoided in play provision more generally.

The incredible power of national television delivered **£650,000** benefit in kind value from DIY SOS The Big Build project alone.

Expanding their provision geographically throughout Scotland

Further to investing in Scotland wide research funded by Big Lottery and in response to various parent forums contacting them for advice, The Yard has started to develop new centres to cope with increased demand in three distinct ways:

- Expand the existing provision in Edinburgh with The Yard 2.
- Develop new centres from scratch e.g. Fife.
- Develop new centres in partnership with existing organisations e.g. Dundee, Dumfries and Glasgow.

Furthermore, these partnerships are in collaboration with national charities and Big Lottery and not just local providers of similar services in Scotland.

The Yard has also started to provide outreach facilities and pop up versions of their services in hard to reach communities such as the City of Play initiative in Muirhouse, Edinburgh and a service contract with Scottish Prison Service.

The Yard Summer 2013 outreach activity, Leith Links, Edinburgh



05. Results (continued)

“The volume of discussion about The Yard at the 2014 Early Years Conference is a reflection of the high level of awareness their activities have in the Early Years community.”

Paul Dickson,
Performance Advisor,
Inspiring Scotland






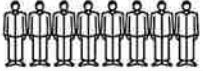
Expanding their service offering from ‘play’ to ‘well-being’

The Yard has developed the idea of a centre of ‘well-being’ for kids with disabilities. These services go beyond the indoor and outdoor play provision initially offered to encompass complimentary therapies for parents and carers, information provision, legal advice, a Clarks sponsored feet measurement system, haircuts and family counselling.

The Yard appoints a Royal patron for the first time

Princess Eugenie of York is appointed as Royal Patron to The Yard in December 2013.

Increase in turnover and user visits over the past three years

	Income (£000s)	User visits
2011	326 	9,000 
2012	415 	9,500 
2013	752 	14,600 

Increased donations from the corporate sector.

Valued at £134,000, a 100% increase since 2011, as a result of increased brand visibility and quality of outputs.

Increased visibility with opinion formers

Achieved at local and national level with Aileen Campbell MSP and Tam Baillie, Children’s Commissioner for Scotland and with other NGOs, and Celine Sinclair was asked to speak at the Children in Scotland Annual Conference in September 2013.

Enhanced staff development and training

The Yard have employed an Operations Manager and a Fundraising Director, both with national charity backgrounds. This experience and the opportunity to diversify income sources to include the corporate sector, has led to an above the line awareness campaign being introduced in Spring 2014.

Summary of client objectives	Checklist
1. Develop a long-term relationship with Tayburn	✓
2. Bottle and translate The Yard ethos	✓
3. Invest in research	✓
4. Gain national coverage	✓
5. Put ‘Play’ on the map for children with disabilities	✓
6. Test the approach via pilots	✓
7. ‘Guideline’ brand usage	✓

06. Other influencing factors

The distribution of the Annual Report, the 'go live' of the website in July 2013, DIY SOS activity, event related PR, event attendance and the ongoing consumer focused Lothian Bus campaign have been the only marketing activities undertaken by The Yard during the past four years. There have been no other substantial changes or influencing factors that could have affected the results as detailed above.

07. Research resources

All information provided by The Yard.