

# Communications Strategy

## Pendle Hill Landscape Partnership

DRAFT VERSION    FINAL (1.6)  
PROJECT REF.    LP-13-02466

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This strategy was prepared on behalf of the Forest of Bowland Area of Outstanding Natural Beauty (AONB) in consultation with project stakeholders. It was produced by Paul Mahony and Rose Galsworthy of Countryside.

**Draft version:** 1.6  
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# 1.0 Introduction



## 1.1 What's special about Pendle Hill?

Not quite a mountain yet much more than 'just a hill'; a beloved and familiar backdrop to the lives of local people; a destination for many thousands of visitors in search of great food, walks, rides and of course, witches... Pendle Hill is an icon of the Lancashire landscape.

Nationally protected as an outlier to the Forest of Bowland Area of Outstanding Natural Beauty (AONB), it is a place with a character and qualities quite distinct from its surroundings. A kingdom of its own and to some a *Lost World* of escape, adventure, "old ways" and traditions, myths and legends; almost as imagined by Conan Doyle (minus the dinosaurs!). A destination that trades off its rich heritage, wildlife, fantastic scenery and bustling events. A place where you can "speak to the universe". Much more than just a hill.

It's a place of duality, a hill with two different sides composed of different communities, economies and 'senses of place' – with tremendous potential for the Scheme to capitalise on these disparities, make play of friendly rivalries and bring both sides of the hill together in new and meaningful ways.

It's also a place of untold stories in need of new owners and celebration. The famous witches are omnipresent and while the world is still a place of persecution, the lesser known tales of the Pendle Radicals are arguably more relevant and inspiring to people today: the Quaker movement, the Independent Labour Party's Clarion Club and numerous religious non-conformists. All of them inspired by Pendle Hill to see the world differently – and moreover, to realise their visions with the help of others, through action. It's hard to imagine a more fitting theme for the Landscape Partnership and its ambition to have a positive impact on local communities, some of which are amongst the 10% most deprived neighbourhoods in the UK.

And then there is the landscape itself. Sculpted from nationally important geology (designated a Site of Special Scientific Interest) and supporting a wealth of habitats - peat bogs, heather moorland, woodland and grassland - each in turn supporting a diversity of wildlife and providing valuable ecosystem services, including assets for tourism. It's an environment that has attracted settlers since the Bronze Age, whose activities (notably farming and mining) have forged the character of the landscape that is treasured and stewarded by people today.

## 1.2 What is the Pendle Hill Landscape Partnership Scheme?

The Pendle Hill Landscape Partnership Scheme (LPS) is a programme of activity that seeks to re-connect people with their landscape, safeguard wildlife and heritage and improve people's access - both physically and intellectually - to what is a nationally protected area.

Led by the Forest of Bowland AONB and supported by the Heritage Lottery Fund, the Scheme will provide opportunities for training and volunteering; restore important landscape features; support research and develop innovative interpretation to inspire a new generation about heritage - all underpinned with the involvement (and in some cases leadership) of local communities.

The Scheme will be delivered through more than a dozen individual projects, each involving a 'Gathering' (linking with the traditions of the area) that will comprise a strong element of creative arts, helping to bring people together from both sides of the hill, build cohesion, facilitate dialogue and create shared points of view. Project themes include:

- ✿ **Environment:** repairing traditional boundaries; improving management of wildlife sites; interpreting geology.
  
- ✿ **Economy:** strategic development of visitor hubs (reducing environmental pressures and impacts); offering apprenticeships for young people in traditional skills; researching the value of Pendle Hill's ecosystem services; managing the Pendle Hill Fund to support community-led projects focusing on heritage, landscape and the environment.
  
- ✿ **Involvement:** improving access for by promoting all ability routes; supporting local groups to undertake their own heritage projects; delivering training, education and outreach (focusing on people dealing with isolation and mental health issues); developing interpretation materials based on the area's sense of place and 'destination brand', including use of digital media to engage new and wider audiences.

## 1.3 Why do we need a Communications Strategy?

The Landscape Partnership Scheme involves many different organisations and individuals, each with their own interests and priorities, all working together to make the Scheme a success. This creates a complex mix of communications – and so one of the core purposes of this Strategy is to help coordinate communications activity amongst the partnership: helping to ensure communications are clear, consistent and collaborative ("joined up").

The Strategy is also intended to help partners reach out and engage with local people, visitors and new audiences, many of whom from the outset will: a) know little or nothing about the Scheme and

how it's relevant to them; and b) have their own priorities, routines, preferences and distractions against which the Scheme must compete for attention. It is this aspect of communications – engaging externally with the public, rather than internally with partners – where the main focus of this strategy lies.

As always, it's going to require proactivity and persistence to communicate successfully. All the while being careful to avoid the 'Field of Dreams' pitfall that sometimes hinders larger projects – the false assumption that by sheer size and scope, *"if you build it, they will come!"* The truth being that the new audiences you may wish to reach, those who are disengaged at the outset, are likely to reply with the question: "So what?" And in simple terms, the purpose of this strategy is to answer that very question.

**What does the Pendle Hill Scheme *really* mean for people? Why should they care about it; what can it do for them and how will they benefit?**

Lastly, it's important to note that communications means more than just "telling people about stuff". Real impact is measured by people "doing stuff" and so our approach will be more active than passive: we want to call people to action and get them engaged to the point of becoming involved and further still, to share in the ownership of the Scheme's delivery and legacy. The methods and tools by which we will achieve this objective are set out in this document.

## 1.4 Links with other documents

The following matrix highlights areas of crossover co-delivery between the Communications Strategy and other strategic documents being deployed by the Partnership:

Communications Strategy	
<b>Interpretation Plan</b> (pending development early 2017)	<ul style="list-style-type: none"> <li>• Shared timetabling of activities and events Ensuring consistent methods, messages, sites and audiences</li> <li>• Need to avoid double-counting of associated costs</li> </ul>
<b>Audience Development Plan</b>	<ul style="list-style-type: none"> <li>• Identification of audiences and non-audiences</li> <li>• Understanding barriers and solutions to engagement</li> </ul>
<b>Visitor Management Plan</b>	<ul style="list-style-type: none"> <li>• Visitor survey results to inform audience development</li> <li>• Communications to help assist visitor dispersal</li> <li>• Identifying visitor needs at the project's 4 hubs</li> </ul>
<b>AONB Management Plan</b>	<ul style="list-style-type: none"> <li>• Existing communications messages, activities and resources accounted for / strengthened</li> </ul>
<b>NAAONB Communications Strategy</b>	<ul style="list-style-type: none"> <li>• Support the vision and values of the NAAONB 'Landscape for Life' brand</li> </ul>
<b>Marketing Lancashire Visitor Economy Strategy</b>	<ul style="list-style-type: none"> <li>• Alignment with vision and objectives for Lancashire</li> </ul>

## 1.5 SWOT analysis

<p><b>STRENGTHS</b></p> <p><b>What assets do we have now?</b></p> <ul style="list-style-type: none"> <li>• Strong awareness of protected status: 70% of visitors aware that Pendle Hill is part of an AONB</li> <li>• Pendle Hill is a landmark: a distinctive, highly visible landscape feature with the towns of Colne, Nelson and Burnley and the Ribble Valley at its feet</li> <li>• Part of a popular tourist area with visitors drawn to Lancashire (honeypots of nearby Clitheroe and Lancaster)</li> <li>• Clearly defined majority audience amongst visitors: older adults</li> <li>• High proportion of repeat visitors: equates to high levels of visitor satisfaction.</li> <li>• Well-established destination brand based upon <i>quality</i> outdoor recreation, local produce, eateries/accommodation... and witches!</li> <li>• Clear win:wins between the objectives of the Scheme and those of partners</li> </ul>	<p><b>OPPORTUNITIES</b></p> <p><b>What benefits can the Scheme unlock?</b></p> <ul style="list-style-type: none"> <li>• Improving social cohesion and connectivity</li> <li>• Establishing a framework for increased community-led activities</li> <li>• Investment in the landscape will be a major success story and provide a new impetus for marketing Pendle Hill</li> <li>• A rich and fascinating heritage including geology, inspired radicals and religious persecution – stories that visitors are unaware of but keen to learn about (36%)</li> <li>• New activities delivered by the project can be specifically designed to attract and engage new audiences beyond the immediate catchment</li> <li>• Interest amongst visitors in digital media: 52% would consider using Apps; 34% self-guided trails</li> <li>• Willingness from local business to improve/develop the visitor offer (e.g. via Marketing Lancashire)</li> <li>• Links to wider walking/cycling routes</li> <li>• Good potential for strategic development of gateways and visitor hubs to reduce pressure on the environment</li> <li>• High quality local produce that can contribute significantly to the brand and visitor offer</li> </ul>
<p><b>WEAKNESSES</b></p> <p><b>What challenges must we address?</b></p> <ul style="list-style-type: none"> <li>• Heritage value is poorly interpreted and underexploited - most visitors are unaware of the historic significance of the area</li> <li>• Underrepresentation of BMAE communities and young adults amongst current visitors</li> <li>• High number of repeat visitors with habitual behaviours - potential difficulties in encouraging visitors to try something different</li> <li>• Visitors are unaware of the different access points to the hill – more gateway information is needed</li> <li>• Lack of signs and orientation</li> <li>• Visitor offer is diverse, yet the destination brand is narrow: walking and witches</li> </ul>	<p><b>THREATS</b></p> <p><b>What external difficulties do we face?</b></p> <ul style="list-style-type: none"> <li>• People don't want to see too much change; they want peace and quiet and unspoilt scenery to be preserved</li> <li>• Divisions between the two sides of the hill leading to limited communication and co-ordination 'across the summit'</li> <li>• Challenges of outreach to urban communities who may not share the same sense of ownership – "whose hill is it?"</li> </ul>

## 2.0 Ambitions

### 2.1 Communications vision

**We want to ensure people know what the Scheme is doing and how it can benefit them.** This is the most important goal for communications, as it underpins everything else that we are trying to achieve.

**We want the Scheme to be perceived as *exciting, welcoming and contemporary*.** The Scheme offers tremendous potential to re-imagine Pendle Hill in a new ways – and *newness* will be key to encouraging familiar visitors to explore away from their preferred ‘beaten tracks’.

The landscape and its communities are relatively static and have not undergone significant change in many years. Whilst this contributes to the area’s sense of place, in some parts it also presents barriers where change – and notably tourism – is perceived by local people as being disruptive and unwelcome. Being clear about the purpose of the Scheme and its local benefits will help to address some of these concerns.

**We want the Scheme to be transformative.** Success must include a long-lasting, positive impact on people’s relationship with Pendle Hill: as a landmark of the landscape; as a place to be proud of; and as a symbol of common values, struggles and aspirations expressed by different communities. Achieving this vision will require a focus on finding common ground between communities who may be divided due to geography (belonging to different places), demographics (belonging to different social groups) and psychographics (having different needs, interests and preferences). The landscape and its heritage offer opportunities to better unite the many places, people and their priorities so that....

**Success will be a strengthened sense of togetherness; a new tradition of ‘gatherings’.**

...a legacy that will see the Hill’s disparate communities working together and perceiving themselves as being part of “one landscape, one hill”: not just two sides.

**Why is this important?** Because “one landscape, one hill” isn’t just about shared values and an *esprit de corps*. It’s also about efficiency and practicality; it will result in tangible benefits to health and wellbeing (happier, more active people and larger social networks); the local economy (more business clusters and local supply chains); and the environment (improved stewardship through greater cooperation between landowners, managers, local authorities and agencies). It’s a “win” for everyone.

## 2.2 Communications objectives

The overall aim of communications is to help the partnership engage, enthuse and mobilise its many different stakeholders in achieving the objectives of the Pendle Hill Landscape Partnership Scheme. This aim will be achieved by working towards the following objectives:

COMMUNICATIONS OBJECTIVES	METHODS OF ACHIEVEMENT	OVERALL OBJECTIVES THAT WILL BE SUPPORTED
<b>(1) Partners and projects collaborate effectively</b>	<ul style="list-style-type: none"> <li>• Communications Working Group to coordinate activity and ensure all partners/ projects are involved and informed</li> <li>• Communications Toolkit to make communicating easy: ensure consistency in how the Scheme is promoted</li> </ul>	<ul style="list-style-type: none"> <li>• Encourage and support land managers and farmers to undertake landscape scale activity which supports high nature value farming and restores or conserves landscape features</li> <li>• Support the sustainable tourism economy of the area</li> </ul>
<b>(2) Existing audiences perceive and experience Pendle Hill in new ways</b>	<ul style="list-style-type: none"> <li>• Focus on promoting new/ alternative destinations, routes and activities (based on Visitor Management Plan)</li> <li>• Using channels that existing audiences are already familiar with</li> </ul>	<ul style="list-style-type: none"> <li>• Engage with resident, visiting and neighbouring communities to explore, learn about and enjoy the natural and cultural heritage of Pendle Hill</li> <li>• Increase knowledge and understanding of important sites (geological, archaeological, natural and built heritage) and communicate this to a wider audience</li> </ul>
<b>(3) New audiences develop personal connections with Pendle Hill</b>	<ul style="list-style-type: none"> <li>• Tailor-made approaches that address the needs of each group (young people, families, ethnic minorities, people with mental health problems)</li> <li>• “Taking people to the hill” (e.g. organised visits) and “Taking the hill to people” (e.g. events and mobile Shepherds Hut)</li> </ul>	<ul style="list-style-type: none"> <li>• Explore the benefits that heritage activity can bring to health and wellbeing</li> <li>• Utilise a range of digital approaches to engage with new audiences and to interpret the area's heritage</li> </ul>
<b>(4) The destination brand of Pendle Hill is both strengthened <i>and</i> diversified</b>	<ul style="list-style-type: none"> <li>• Supporting the existing visitor offer – but focussing on new ways/ locations through which it can be enjoyed</li> <li>• Exploring ‘untapped’ natural and cultural heritage as a basis for creating new visitor experiences (“more than just witches”)</li> </ul>	<ul style="list-style-type: none"> <li>• Improve the visitor and walking experience of the area</li> <li>• Explore and evaluate ways of engaging with our target audiences – young people, BME communities and people dealing with mental health and social isolation</li> </ul>
<b>(5) Communities are empowered to work together in new ways</b>	<ul style="list-style-type: none"> <li>• Annual ‘Gathering’ events used to establish, celebrate and catalyse local networks</li> <li>• Volunteering activity promoted in ways that actively target new audiences with new opportunities (physical <i>and</i> intellectual)</li> </ul>	<ul style="list-style-type: none"> <li>• Provide opportunities for training, learning and volunteering in our landscape</li> <li>• Deliver creative activity as a way of engaging new audiences, developing skills and promoting and interpreting the area's heritage</li> </ul>

## 3.0 Audiences

### 3.1 Visitor overview

Pendle Hill is a constant backdrop to the lives of local people, facing the towns of Colne, Nelson, Burnley and other parts of the Ribble Valley. Visitors are predominantly local people, but the wider area is also a popular tourist destination attracting visitors from much further afield.

The Hill has a high recreational value, with its primary use being for independent walks, but it also provides other services such as the café, guided walks and talks (as part of events), social opportunities and nature watching. For some, Pendle Hill is part of their daily routine when walking their dogs; for others it is a destination for a family outing on a sunny day; their home and farmland; a place for birdwatching and rambling; somewhere to meet friends over coffee; or a green gym in which to exercise and keep fit.

Analysis of visitor survey information indicates that:

#### Visitors to Pendle Hill are *most likely* to be:



White British adult groups of older friends (aged 54+) and younger families who live locally and visit a few times a year for walking and outdoor experience.

#### Visitors are *least likely* to be:



Black, Asian and Minority Ethnic communities



Children and young adults under the age of 24

### 3.2 Target audiences

In general terms, the Scheme will be accessible to everyone and its outreach will aim to engage as many people (and as many *different* people) as possible – see table 4.2. That does not, however, mean that communications activity will be spread evenly across all audiences – especially given that resources are limited. Instead, some groups will be prioritised based on a combination of factors, such as their importance to achieving the objectives of the Scheme; the extent to which they can benefit from the Scheme; and groups that require special attention in order to become engaged. Such groups are known as target audiences. Based on the recommendations of the Audience Development Plan<sup>1</sup> and social indicators research<sup>2</sup>, the target audiences for the Scheme are as follows:

Audience	Who are they?	Current level of engagement	Goals
<b>Young people</b>	Teenagers and young adults (living in nearby urban areas) who engage with the landscape infrequently or in a limited capacity, partly due to a perceived lack of opportunities relevant to their needs.	MODERATE	Increase engagement by raising awareness of attractions / opportunities <i>specific</i> to young people – especially activities ‘outside the norm’ with potential to challenge preconceptions.
<b>Ethnic minorities</b>	Members of neighbouring communities who engage with the Pendle Hill landscape infrequently (or not at all) and who lack the sense of place held by other local groups.	LOW	Increase engagement and the sense of ‘ownership’ by celebrating shared values and cultural heritage; and by providing specific, tailor-made experiences.
<b>People with mental health problems</b>	Members of neighbouring communities with mental health problems, including people at risk from social isolation.	LOW	Enable engagement by (1) creating new opportunities to access the landscape and (2) improving matchmaking with existing activities, both physically and intellectually (including through digital delivery).

<sup>1</sup> Audience Development Plan produced by In-Situ (2017)

<sup>2</sup> Robinson, C (2015) Pendle Hill Landscape Partnership: Developing a socio-economic profile and assessing barriers to site access. Forest of Bowland AONB.

## 4.0 Messages

### 4.1 Headline messages

Communications activity will be underpinned by the following headline messages, which are designed to **explain** the purpose of the Scheme, get people **excited** about it and **encourage** them to *do something* in support of the Scheme's objectives (volunteer, change behaviour, etc).

It should be noted that these headlines messages are not slogans – they're not intended to be used verbatim, but are instead designed to inform the content of communications by suggesting different ways in which the project can be described, depending on the purpose.

MESSAGE	PURPOSE	TYPE
<i>Pendle Hill people are benefiting from a Scheme to improve and enhance the local landscape, supported by the Heritage Lottery Fund.</i>	Introducing the Scheme and its overall purpose.	<b>EXPLAINING</b>
<i>The Pendle Hill landscape is a special place that's protected for its important wildlife and heritage.</i>	Reinforcing the AONB designation.	
<i>It's much more than "just a hill"</i>	Framing the Scheme boundary (to include neighbouring communities); introducing the diversity of activities and attractions on offer; inviting people to enquire about <u>why</u> it's more than just a hill.	<b>EXCITING</b>
<i>It's a place full of surprises – get out there and discover them for yourself</i>	Engaging both existing and new audiences; instilling a sense of adventure and achievement.	
<i>Find your 'head space' on the hill: relax, refresh and reconnect</i>	Highlighting mental health benefits, including de-stressing; 'sense of place' and belonging; adventure and achievement; spiritual connections	
<i>It's a 4-year project with lots going on</i>	Conveying a sense of 'liveliness' and activity; inviting audiences to find out more about the Scheme	
<i>Pendle Hill has a proud history of people doing things differently... and changing the world!</i>	Introducing the topic of the Pendle Radicals and 'Gatherings'; inviting people to enquire about the area's important history ("beyond witches").	
<i>It's a great place to live, work and visit</i>	Instilling a sense of local pride	<b>ENCOURAGING</b>
<i>Pendle Hill is a part of <u>all</u> our communities</i>	Framing the hill as a physical landmark; enabling dialogue around sense of place, cultural heritage and community spirit.	
<i>Get involved and help to care for the things you love about your local landscape</i>	Personalising volunteering: DIY – "do it (for) yourself"	

## 4.2 Audience-specific messages

The following table summarises specific messages and ‘triggers’ for each audience:

Audience	Who are they?	How can they benefit?	What are the triggers?	What are the messages?	What outcome do we want?
<b>Enablers: people who can help to ‘get stuff done’</b>					
<b>Partner organisations</b>	Mostly public sector bodies, including the AONB, local authorities, NGOs and agencies.	<ul style="list-style-type: none"> <li>• Scheme helps to deliver their own objectives</li> <li>• Increased impact and outreach</li> <li>• Engaging new audiences</li> <li>• Cost and time efficiencies</li> <li>• Funding</li> </ul>	<ul style="list-style-type: none"> <li>• Corporate and/or political commitment</li> <li>• Profile and publicity</li> <li>• Shared vision and values</li> </ul>	<p>This is an opportunity to be part of something big – and create a legacy for the future</p> <p>We are stronger together</p> <p>The Scheme will deliver (y)our core objectives – and more</p> <p>It will benefit communities and boost the local economy</p> <p>As an AONB, it’s one of the most beautiful and cherished landscapes in Britain. We have a duty to look after it.</p>	<ul style="list-style-type: none"> <li>• Commitment to partnership</li> <li>• Encouraging ‘bravery’ and innovation; trying new ideas</li> <li>• Working together in new ways</li> <li>• Wanting to promote the Scheme: politically and publically</li> </ul>
<b>Other organisations</b>	Other local bodies (mostly public and third sector) with a potential ‘stake’ in the Scheme and its activities.	<ul style="list-style-type: none"> <li>• Scheme helps to deliver their own objectives</li> <li>• Profile and publicity through association</li> <li>• Engaging new audiences</li> </ul>	<ul style="list-style-type: none"> <li>• Shared vision and values</li> <li>• Retaining control and ownership of contributions</li> <li>• Different levels of engagement – from quick and easy to extensive and committed</li> </ul>	<p>This is an opportunity to be part of something big</p> <p>We can help to deliver your objectives, your way</p> <p>We can help you to reach new audiences</p>	<ul style="list-style-type: none"> <li>• Commitment to partnership</li> <li>• Forming new relationships and networks</li> <li>• Granting access to volunteers, contacts and other resources</li> <li>• Wanting to promote the Scheme: within own organisation and to its clients/members</li> </ul>
<b>Volunteer and community groups</b>	Local people with shared interests/values who are committed to improving their local area. The interests of each group tend to be niche but collectively they cover a diversity of subjects: wildlife and heritage conservation, health and wellbeing, hobbies and sports, faith and culture. Typically (but not exclusively) led by mature adults aged 50+ and focused on specific places/ communities.	<ul style="list-style-type: none"> <li>• Potential to ‘amplify’ their own activities through the Scheme</li> <li>• Recruitment of new volunteers</li> <li>• Access to funding</li> <li>• Opportunities for press and publicity</li> </ul>	<ul style="list-style-type: none"> <li>• Being valued for their knowledge, expertise and effort</li> <li>• Being given responsibility and leadership</li> <li>• Profile and publicity</li> <li>• ‘Feel good factor’</li> </ul>	<p>This is an opportunity to make a big difference to your local area and community</p> <p>We need your local knowledge and expertise to make the Scheme a success</p> <p>We can help you achieve more, with more resources and more people</p> <p>You’re part of a proud history of being radical, creative and getting things done.</p>	<ul style="list-style-type: none"> <li>• Commitment to partnership</li> <li>• Encouraging initiative and leadership</li> <li>• Taking ‘ownership’ of the Scheme</li> <li>• Taking pride in the Scheme and wanting to promote it amongst local networks (esp. via word of mouth)</li> </ul>
<b>Tourism businesses</b>	Private and social enterprises whose principal business activity involves tourism – for example, accommodation providers; food and	<ul style="list-style-type: none"> <li>• Press and publicity</li> <li>• Increased customers and revenue</li> <li>• Opportunity to pilot new products and offers</li> <li>• Networking: business clusters and</li> </ul>	<ul style="list-style-type: none"> <li>• Size and scope of audience reached by the Scheme</li> <li>• Opportunities for increased revenue</li> <li>• Making it easy to get involved</li> </ul>	<p>This is a one-off opportunity to be part of a big</p> <p>There are lots of ways of getting involved to suit your business</p>	<ul style="list-style-type: none"> <li>• Commitment to partnership</li> <li>• Helping to promote the Scheme through business marketing channels (incl. word of mouth)</li> <li>• Getting involved in activities:</li> </ul>

	drink retailers/ producers; event organisers; outdoor leisure equipment and activities.	<ul style="list-style-type: none"> <li>supply chains</li> <li>Improved credentials</li> <li>Closer links with local communities</li> <li>Place-based marketing</li> </ul>	<ul style="list-style-type: none"> <li>Other businesses getting involved (incl. competitors)</li> </ul>	<p>The Scheme will be widely promoted, helping you reach new customers</p> <p>It's a way of supporting your local place: its heritage and communities</p>	<ul style="list-style-type: none"> <li>volunteering; providing venues and resources, etc.</li> <li>Becoming exemplars and encouraging other businesses to get involved.</li> </ul>
<b>Artists and craftspeople</b>	People involved in arts and crafts on both a commercial and hobbyist basis, including artists, actors, storytellers, musicians and performers.	<ul style="list-style-type: none"> <li>Press and publicity</li> <li>Exposure of their work</li> <li>Networking with other artists</li> <li>Closer links with local communities</li> <li>Funding</li> </ul>	<ul style="list-style-type: none"> <li>Having their work showcased and valued</li> <li>Opportunity to innovate and try something different</li> <li>Working with and learning from others</li> <li>Income generation</li> </ul>	<p>We need you to help tell the stories and traditions of this special place</p> <p>It's a high profile platform for your work</p> <p>It's an opportunity to be creative and try new ideas</p> <p>You're part of a proud history of being radical, creative and getting things done.</p>	<ul style="list-style-type: none"> <li>Commitment to help facilitate outreach and engagement</li> <li>Coming forward with their own ideas</li> <li>Bringing new perspectives to other areas of the Scheme</li> <li>Promoting the Scheme amongst their own networks and communities</li> </ul>
<b>Sporting and outdoor groups</b>	People involved in organised sports and outdoor recreation.	<ul style="list-style-type: none"> <li>Press and publicity</li> <li>New members</li> <li>Opportunity for higher profile events</li> <li>Closer links with local communities</li> <li>Increased revenue (where applicable)</li> </ul>	<ul style="list-style-type: none"> <li>Profile and publicity</li> <li>Retaining control and ownership of contributions</li> <li>Different levels of engagement</li> <li>Linking with existing organised events (making it easy)</li> </ul>	<p>This is an opportunity to be part of a big project that will be widely promoted</p> <p>We need your expertise in helping people enjoy the outdoors</p> <p>You can choose how you'd like to get involved</p> <p>We're keen to link with your own events and activities</p>	<ul style="list-style-type: none"> <li>Commitment to engage in the Scheme</li> <li>Coming forward with their own ideas for events/activities</li> <li>Contributing innovation in how to improve access for all</li> <li>Promoting the Scheme amongst their own networks and communities</li> </ul>
<b>Beneficiaries: people who could benefit significantly from the Scheme</b>					
<b>Adult learners</b>	Adults involved in ongoing learning activities (either for career development or personal interest).	<ul style="list-style-type: none"> <li>Further development of their own learning interests related to the Scheme</li> <li>Putting learning into practice</li> <li>Personal and career development</li> <li>Social interaction</li> </ul>	<ul style="list-style-type: none"> <li>Clear links between individual study areas (whether academic of career-based) and the Scheme</li> <li>Having their input recognised and valued</li> <li>Being able to determine own level of commitment</li> <li>Friendly and social atmosphere</li> </ul>	<p>Learn and develop useful skills as part of a team</p> <p>Make a real contribution to improving your local heritage, environment and community</p>	<ul style="list-style-type: none"> <li>Commitment to engage in learning opportunities and/or volunteering</li> <li>Taking pride in the Scheme and promoting it amongst their own community</li> </ul>
<b>Health and disability groups</b>	Community groups determined by issues of health and/or disability. Focusing on those in urban and peri-urban areas who do not readily visit the Pendle Hill landscape.	<ul style="list-style-type: none"> <li>Improvements to health and wellbeing through access to nature</li> <li>Opportunity for new experiences</li> <li>Social interaction</li> <li>Personal and career development</li> </ul>	<ul style="list-style-type: none"> <li>Having their input recognised and valued <i>equally</i> with others</li> <li>'Normalising' engagement</li> <li>Making it easy to get involved (incl. transport)</li> <li>Being able to determine own level of commitment</li> <li>Friendly and social atmosphere</li> </ul>	<p>Get out and enjoy the green gym on your doorstep</p> <p>Find your headspace on the hill</p> <p>Help us to help others</p>	<ul style="list-style-type: none"> <li>Increased physical activity</li> <li>Confidence and commitment to explore the area</li> <li>Engaging in the wider project – and promoting it amongst their own network or community</li> </ul>

<p><b>Visitors</b></p>	<p>Local people and tourists visiting the area for leisure and recreation, including families with children.</p>	<ul style="list-style-type: none"> <li>• Improved visitor offer: better quality and more diverse experiences</li> <li>• A more 'authentic' experience: closer ties with local communities and their heritage</li> <li>• A 'greener' experience: increased opportunities for sustainable tourism</li> <li>• Opportunity to get involved in looking after a place with personal attachments</li> </ul>	<ul style="list-style-type: none"> <li>• A buzz of activity: a sense that something exciting is happening</li> <li>• Discovering something new and 'uncharted'</li> <li>• "Bigger, better, more": improving on familiar experiences</li> <li>• "Your Pendle, Your Place": opportunities to own the experience through volunteering</li> </ul>	<p>It's a special landscape of national importance</p> <p>It's a place of myth, magic and imagination (and much more than <i>just</i> witches!)</p> <p>It's a place unto its own – a landscape of radical thinkers and doers. Are you one of them?</p> <p>There are lots of new things happening and new places to be discovered – you need to know about them</p> <p>Get involved in looking after a place that you love – make it <i>yours</i></p>	<ul style="list-style-type: none"> <li>• Increase frequency and duration of visits</li> <li>• Willingness to break habits and 'try something different' / visit somewhere new</li> <li>• Interest in learning about the heritage of the landscape</li> <li>• Increased sense of place and attachment</li> <li>• Engage in volunteering activities</li> <li>• Promote the area as a 'special place' amongst own friends and networks</li> </ul>
<p><b>Target audiences: people who require special attention in order to be engaged</b></p>					
<p><b>Young people</b></p>	<p>Young people living in nearby urban areas – including those not in education, employment or training.</p>	<ul style="list-style-type: none"> <li>• Skills development and training</li> <li>• Work experience</li> <li>• Personal development and self-esteem</li> <li>• Opportunities for mentoring (eg. by linking with volunteers)</li> <li>• Opportunities for income (?)</li> </ul>	<ul style="list-style-type: none"> <li>• 'Real world' benefits of getting involved (eg. career development)</li> <li>• Making it easy to get involved (incl. transport)</li> <li>• Existing commitment from peers and others within their community</li> </ul>	<p>Learn skills close to home and outside the classroom</p> <p>Get out of town and find some headspace – think differently</p> <p>Be part of a team and make a difference in your community</p> <p>Be a part of <i>your</i> local area's proud heritage</p>	<ul style="list-style-type: none"> <li>• Commitment to engage in skills training and volunteering</li> <li>• Wanting to 'do something different'</li> <li>• Increased sense of place, pride and attachment with the area</li> <li>• Promoting the Scheme amongst own networks and community</li> </ul>
<p><b>Minority groups</b></p>	<p>Urban and peri-urban community groups determined by ethnicity and/or religion (focusing on groups that do not traditionally identify with the Scheme area).</p>	<ul style="list-style-type: none"> <li>• Opportunity for new experiences</li> <li>• Social interaction</li> <li>• Cultural and spiritual connections with the landscape</li> <li>• Contributing to 'new traditions'</li> </ul>	<ul style="list-style-type: none"> <li>• Having their input recognised and valued</li> <li>• Facilitation by members of their own community (familiarity)</li> <li>• Opportunity to express own culture and belief</li> <li>• 'Normalising' engagement</li> </ul>	<p>Discover new experiences close to home</p> <p>Get out of town and enjoy the countryside</p> <p>One landscape, many cultures and traditions – tell us about <i>yours</i></p>	<ul style="list-style-type: none"> <li>• Increase frequency and duration of visits</li> <li>• Engagement in Scheme activities</li> <li>• Promoting the Scheme amongst own networks and community</li> </ul>
<p><b>People with mental health problems</b></p>	<p>Urban and peri-urban residents with mental health problems, including people at risk from social isolation.</p>	<ul style="list-style-type: none"> <li>• Opportunity for new experiences</li> <li>• Social interaction</li> <li>• Benefits to self-esteem</li> <li>• Skills development</li> </ul>	<ul style="list-style-type: none"> <li>• Making it easy to get involved (incl. transport)</li> <li>• Facilitation by existing groups (familiarity)</li> <li>• Friendly and social atmosphere</li> <li>• Being able to determine own level of involvement</li> </ul>	<p>Discover new experiences close to home</p> <p>Be part of a team and make a difference in your community</p> <p>Find your headspace on the hill</p>	<ul style="list-style-type: none"> <li>• Increase frequency and duration of visits</li> <li>• Engagement in Scheme activities</li> <li>• Increased sense of place, pride and attachment with the area</li> </ul>

### 4.3 Links to wider messages

The headline messages of the Pendle Hill Landscape Partnership Scheme (4.1) are intended to support those used by the Forest of Bowland Area of Outstanding Natural Beauty (AONB) and its National Association (NAAONB). The table below summarises these relationships:

SCHEME MESSAGES	AONB MESSAGES <sup>3</sup>	NAAONB MESSAGES <sup>4</sup>
<i>Pendle Hill people are benefiting from a Scheme to improve and enhance the local landscape, supported by the Heritage Lottery Fund.</i>	A living landscape	Areas of Outstanding Natural Beauty are designated as special landscapes which provide a range of benefits for people and wildlife.
<i>The Pendle Hill landscape is a special place that's protected for its important wildlife and heritage.</i>	A place to enjoy and keep special A landscape rich in heritage A special place for wildlife	
<i>It's much more than "just a hill"</i>	A place to enjoy and keep special A landscape rich in heritage A living landscape Delicious local food and drink	Areas of Outstanding Natural Beauty are vibrant landscapes, which offer a wealth of opportunities for everyone to enjoy them and help look after them.
<i>It's a place full of surprises – get out there and discover them for yourself</i>	A place to enjoy and keep special A landscape rich in heritage A special place for wildlife Delicious local food and drink Wild open spaces	
<i>It's a 3-year project with lots going on</i>	A place to enjoy and keep special	
<i>Pendle Hill has a proud history of people doing things differently... and changing the world!</i>	A landscape rich in heritage A living landscape	Areas of Outstanding Natural Beauty are dynamic, living landscapes that underpin the economy and the health and wellbeing of society.
<i>It's a great place to live, work and visit</i>	A living landscape	
<i>Pendle Hill is a part of all our communities</i>	A living landscape	
<i>Get involved and help to care for the things you love about your local landscape</i>	A place to enjoy and keep special	People are passionate about Areas of Outstanding Natural Beauty and care deeply about their future.

<sup>3</sup> Forest of Bowland AONB Sense of Place Toolkit

<sup>4</sup> NAAONB Communications Strategy (2014-19)

# 5.0 Channels

## 5.1 Main channels of communication

‘Channels’ are the methods by which messages and other information will be communicated to target audiences. There are numerous channels already available to the Partnership and some new ones that will be developed especially for the Scheme, as summarised below:

Channel	Description	Audiences
<b>Digital media</b>		
<b>Scheme website</b>	As a ‘hub’ of communications, the website will be frequently updated to inform audiences of the latest news, developments, success stories, events and activities throughout the duration of the Scheme (and potentially beyond).	<ul style="list-style-type: none"> <li>All</li> </ul>
<b>Communications Toolkit</b>	An electronic ‘toolkit’ to assist partners in promoting the Scheme through their own channels and networks. The toolkit will contain a variety of ready-made content that can be easily incorporated into organisations’ own communications, such as written information, high quality photos and videos – accompanied by graphic design templates and step-by-step guidance on their usage. The Toolkit will be made available online and updated by staff and volunteers as the Scheme develops.	<ul style="list-style-type: none"> <li>Partner organisations</li> </ul>
<b>eBulletins</b>	Concise email newsletters used to update engaged audiences (ie. people who have chosen to join the Scheme mailing list) about activities and events (linking to content on the Scheme website). Each Bulletin will contain information tailored to specific audiences.	<ul style="list-style-type: none"> <li>All</li> </ul>
<b>Social media</b>	Social media will be used to increase outreach and drive online traffic to the Scheme website. Specific channels will comprise Twitter, Facebook, YouTube and Instagram. The Scheme’s own social media will be amplified by linking with that of partner organisations (e.g. re-Tweets). We envisage using social media as the basis of competitions, flash campaigns, citizen science and activities.	<ul style="list-style-type: none"> <li>All</li> </ul>

<b>Blogs</b>	<p>Rather than the Scheme manage its own blog, we recommend:</p> <ul style="list-style-type: none"> <li>• Being proactive in engaging with established local bloggers (providing them with newsworthy updates as part of ongoing media outreach)</li> <li>• Encouraging volunteers, trainees, artists, businesses and others to blog about their experiences</li> </ul>	<ul style="list-style-type: none"> <li>• Volunteer and community groups</li> <li>• Tourism businesses</li> <li>• Artists and craftspeople</li> <li>• Sporting and outdoor groups</li> <li>• Health and disability groups</li> <li>• Visitors</li> <li>• Minority groups</li> </ul>
<b>Story Map</b>	<p>An interactive map of the Partnership area (hosted on the Scheme website), enabling users to share their stories and experiences of the landscape by posting 'points' on the map and attaching content (text, photos, videos, social media links, etc). The map will result in a searchable, audio-visual archive of people's relationships with the area and its sense of place. Excerpts from the map can also be printed in large format as part of local exhibitions.</p>	<ul style="list-style-type: none"> <li>• Volunteer and community groups</li> <li>• Tourism businesses</li> <li>• Artists and craftspeople</li> <li>• Adult learners</li> <li>• Health and disability groups</li> <li>• Visitors</li> <li>• Minority groups</li> </ul>
<b>'Heritage Hotspots' app</b>	<p>A digital heritage trail, enabling people to create their own personalised 'scrapbook' by visiting locations and obtaining digital packages of information which are then compiled into an eBook or printable format. To be hosted on the Scheme website (see notes under 4.4).</p>	<ul style="list-style-type: none"> <li>• Volunteer and community groups</li> <li>• Artists and craftspeople</li> <li>• Adult learners</li> <li>• Health and disability groups</li> <li>• Visitors</li> <li>• Minority groups</li> </ul>
<b>Time-banking facility</b>	<p>A platform for coordinating and promoting volunteer activity, the time-banking system will:</p> <ul style="list-style-type: none"> <li>• Provide a platform for bringing volunteers together to achieve 'strength in numbers'</li> <li>• Enable volunteers to coordinate activity, share skills/resources and work together more efficiently using the principles of co-production</li> <li>• Encourage more people to volunteer by rewarding people for their efforts (with potential to explore 'gamification' and friendly competition around special events)</li> </ul>	<ul style="list-style-type: none"> <li>• All</li> </ul>
<b>Webinars</b>	<p>Online presentations and Q&amp;A, used to increase access to skills training, knowledge sharing and education/interpretation (eg. amongst people with mobility difficulties, time constraints, lack of transport and other barriers to physical access). The webinar programme will include sessions hosted and facilitated by volunteers.</p>	<ul style="list-style-type: none"> <li>• Volunteer and community groups</li> <li>• Artists and craftspeople</li> <li>• Adult learners</li> <li>• Health and disability groups</li> <li>• NEETs</li> </ul>

<p><b>Audio-video content</b></p>	<p>Audio-video content, such as Podcasts and video blogs (vlogs), will be used to document and promote Scheme activities. Content will be developed using a train-the-trainer model: an initial programme of skills and capacity building with volunteers, community groups, schools and staff from partner organisations, followed by a rolling programme of content production throughout the Scheme duration. The resulting AV content will be hosted on the Scheme YouTube channel and used to enliven the website, eBulletin, social media and other digital channels.</p>	<ul style="list-style-type: none"> <li>• All</li> </ul>
<p><b>Physical media</b></p>		
<p><b>Printed literature</b></p>	<p>The Scheme will seek to minimise use of printed literature, favouring digital wherever possible. There are however some instances in which leaflets, posters, maps and other printed materials will be used, including:</p> <ul style="list-style-type: none"> <li>• 'Seeding' messages about the Scheme in partners' (and others') own existing printed literature</li> <li>• Providing information that is required <i>in situ</i>, such as route maps and interpretation at locations with poor mobile coverage</li> <li>• Reaching audiences that are unlikely likely to engage with the Scheme's digital communications (eg. due to economic and language barriers)</li> </ul>	<ul style="list-style-type: none"> <li>• Adult learners (esp. unemployed)</li> <li>• Health and disability groups</li> <li>• Visitors (specific segments)</li> <li>• Minority groups</li> </ul>
<p><b>Interpretive displays</b></p>	<p>Outdoor displays used to raise awareness of natural/cultural heritage and landscape features at key gateways and locations.</p>	<ul style="list-style-type: none"> <li>• Visitors</li> </ul>
<p><b>Pop-up exhibition</b></p>	<p>A compact and portable exhibition that can be used to represent the Scheme at external events (e.g. schools, community venues, festivals).</p>	<ul style="list-style-type: none"> <li>• Volunteer and community groups</li> <li>• Visitors</li> <li>• Minority groups</li> </ul>
<p><b>Networks and organisations</b></p>		
<p><b>Partners' communication channels</b> (and those of other organisations)</p>	<p>Partners own channels should be utilised and leveraged to the full extent in helping to promote the Scheme. In the case of the AONB, for instance, these channels include the website, social media, Discovery Guide and Bowland Experience network. Use of partners' channels should be coordinated by an appropriate member of the staff, such as the Project Officer.</p>	<ul style="list-style-type: none"> <li>• All</li> </ul>

<b>Tourism bodies</b>	Major bodies within the tourism industry, such as Visit England and Visit Lancashire, possess significant resources and reach for promoting the visitor-facing aspects of the Scheme (especially events) and adding 'gravitas' to help engage tourism businesses and others.	<ul style="list-style-type: none"> <li>• Tourism businesses</li> <li>• Sporting and outdoor groups</li> <li>• Visitors</li> <li>• Minority groups</li> </ul>
<b>Tourism businesses</b>	Businesses engaged in the Scheme should be encouraged to include its messages in their own communications, where appropriate (there are win:wins for businesses in doing so, such as positive association with a high profile project). Examples include messages incorporated into websites, leaflets, social media, accommodation providers' visitor packs, through word of mouth to customers and less commonly, through products themselves (branded merchandise and food/drink).	<ul style="list-style-type: none"> <li>• Visitors</li> <li>• Other tourism businesses</li> </ul>
<b>Press and publicity</b>		
<b>Local newspapers, newsheets and radio</b> (analogue and digital)	<p>Raising awareness of the Scheme via local newspapers, village newsheets and radio (eg. ISBCA Art Radio). Can be a highly effective means of reaching specific communities based on location and/or interests/topics.</p> <p>There is potential for the Scheme to gain coverage in regional and national media, but we do not recommend investing the significant effort required to achieve it (instead this should be led by key strategic partners, such as tourism bodies).</p>	<ul style="list-style-type: none"> <li>• Volunteer and community groups</li> <li>• Tourism businesses</li> <li>• Artists and craftspeople</li> <li>• Sporting and outdoor groups</li> <li>• Adult learners</li> <li>• Health and disability groups</li> <li>• Minority groups</li> </ul>
<b>People power</b>		
<b>Advocates and ambassadors</b>	Establishing a Pendle Hill Ambassador programme – using volunteers to proactively promote and 'champion' the Scheme amongst their own communities, in their own way. This can be an effective method of engaging with outsider communities (such as hard-to-reach groups in the urban areas) and those with specialist interests on the fringes of the Scheme's core activities (eg. sporting groups).	<ul style="list-style-type: none"> <li>• Volunteer and community groups</li> <li>• Sporting and outdoor groups</li> <li>• Adult learners</li> <li>• Health and disability groups</li> <li>• NEETs</li> <li>• Minority groups</li> </ul>

<b>Artists in residence</b>	Recruiting and embedding artists within individual projects to work as facilitators, interpreters (of heritage) and trainers.	<ul style="list-style-type: none"> <li>• Volunteer and community groups</li> <li>• Artists and craftspeople</li> <li>• Adult learners</li> <li>• Health and disability groups</li> <li>• Visitors</li> <li>• NEETs</li> <li>• Minority groups</li> </ul>
<b>Events</b>		
<b>Gathering</b>	The flagship event of the Scheme: an annual gathering (in the tradition of the area’s historic gatherings) that brings together communities from ‘both sides’ of the Hill to celebrate the Scheme’s successes. Involving art, performance, learning, interpretation, competitions and games.	<ul style="list-style-type: none"> <li>• All</li> </ul>
<b>“My Pendle Hill” campaign</b>	A social media campaign through which people can express their individual perceptions, attachments and experiences of Pendle Hill, quickly and easily (selfies, Twitter poems, video clips, etc). Location-based content will be used to help populate the Story Map; all other content will be used create a digital scrapbook using social media – with an annual prize given out as part of the Gathering event for the public’s ‘favourite’ contribution.	<ul style="list-style-type: none"> <li>• Volunteer and community groups</li> <li>• Tourism businesses</li> <li>• Artists and craftspeople</li> <li>• Sporting and outdoor groups</li> <li>• Adult learners</li> <li>• Health and disability groups</li> <li>• Visitors</li> <li>• NEETs</li> <li>• Minority groups</li> </ul>
<b>Traveling roadshow</b>	A mobile exhibition and creative workshop, capable of traveling between locations and ‘bringing a piece of Pendle Hill’ to both local and more distant communities (notably urban residents to the south). To be incorporated into a towable ‘Shepherd’s Hut’ <sup>5</sup> or similar vehicle. Will function as an activity hub for projects, events and school visits; a pit stop for volunteers; a workshop for artists and educators.	<ul style="list-style-type: none"> <li>• Volunteer and community groups</li> <li>• Artists and craftspeople</li> <li>• Adult learners</li> <li>• Health and disability groups</li> <li>• Visitors</li> <li>• NEETs</li> <li>• Minority groups</li> </ul>

## 5.2 ‘Digital First’ approach

**The Scheme will adopt a ‘digital first’ approach to communications** – meaning that electronic communications will be prioritised over printed media wherever possible. The reasons for this approach are to: (1) reduce costs; (2) reduce environmental impacts; and (3) engage the largest possible audience using familiar channels that complement modern lifestyles. For example: in cases where a project may have ordinarily printed a leaflet, the Scheme will instead consider producing a video, e-Bulletin, blog, etc. Rather than print a series of posters advertising an event, the Scheme will instead coordinate a social media campaign to reach the same audiences.

<sup>5</sup> <http://www.blackdownshepherdhuts.co.uk/towable-shepherd-huts/>

**Social media will play a key role in the digital first approach** and the Scheme will make use of *all* channels available to the partnership. Dedicated social media channels – specific to the Scheme itself – will also be established and maintained using the following platforms:

Twitter

*Used daily* for ‘conversational’ purposes: promoting activities and events; updating on progress; sharing successes; circulating messages from others.



Facebook

*Updated at least weekly* with Scheme news and whenever activities/events are promoted (coinciding with Twitter). Used to engage directly with other Facebook groups, such as those operated by volunteers.



YouTube

The Scheme’s primary channel for video content. *Updated at least monthly* and whenever new content becomes available.



Instagram

The Scheme’s primary channel for image content. *Updated at least daily* (coinciding with Twitter) – providing a visual showcase of local people, places, produce, events, etc.



## 6.0 Actions

ACTIVITY	PARTNER(S)	BENEFITS	RESOURCES	TIMETABLE	AUDIENCES	MESSAGE FOCUS
<b>Scheme launch: media campaign</b>	All	<ul style="list-style-type: none"> <li>High profile public launch of the Scheme, resulting from coordinated and concerted communications effort by all partners (primarily digital)</li> <li>Opportunity to clearly set out what the Scheme will achieve, the benefits it offers and how people can get involved</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>Campaign to run throughout summer 2018 (June- August): primarily led by digital/social media, with some presence at local events via the pop-up exhibition (see below)</li> </ul>	All	<p>EXPLAINING EXCITING ENCOURAGING</p>
<b>Communications Working Group</b>	AONB (lead) plus all others	<ul style="list-style-type: none"> <li>Dedicated team for coordinating communications activity: improvements to efficiency, quality and consistency</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> </ul>	<ul style="list-style-type: none"> <li>Working Group established at outset of Scheme (April 2018)                             <ul style="list-style-type: none"> <li>Evaluation process established</li> <li>Links with local tourism bodies established by July 2018</li> <li>Links with tourism businesses established by September 2018</li> </ul> </li> <li>Shared diary system and social media platform established to coincide with website launch (July 2018)</li> <li>Annual review meeting (half day)</li> <li>Monthly 'catch up' meetings (30 mins to one hour) via Skype/ phone</li> <li>Day-to-day liaison as required</li> </ul>	<p>Partner organisations Other organisations</p>	N/A - INTERNAL
<b>Pendle Hill Communications Toolkit</b>	AONB (lead) plus all others	<ul style="list-style-type: none"> <li>Shared repository of content and resources (text, images, audio-video, branded templates, etc)</li> <li>Improvement to efficiency and consistency of communications</li> </ul>	<ul style="list-style-type: none"> <li>Staff time</li> <li>Involvement of design agency in preparing Scheme brand and branded templates £2500</li> </ul>	<ul style="list-style-type: none"> <li>Initial toolkit ready for use by end June 2018</li> <li>Toolkit revised/updated on iterative basis as Scheme develops and new content becomes available (suggest short review as part of monthly Working Group meetings, plus full review annually in liaison with design agency)</li> </ul>	<p>Partner organisations Other organisations Volunteer and community groups Tourism businesses</p>	<p>EXPLAINING EXCITING ENCOURAGING</p>
<b>Media relations</b>	Local Authorities (lead)	<ul style="list-style-type: none"> <li>Can be effective way of reaching communities based on specific locations</li> <li>Contributes to a "buzz" of interest in the Scheme</li> </ul>	<ul style="list-style-type: none"> <li>Staff time to coordinate</li> </ul>	<ul style="list-style-type: none"> <li>Initial press campaign to coincide with launch of website June 2018</li> <li>Ad hoc press releases to coincide with major events and activities (e.g. annual Gatherings)</li> </ul>	<p>Partner organisations Other organisations</p>	<p>EXPLAINING EXCITING</p>
<b>Scheme website</b>	AONB (lead) plus all others	<ul style="list-style-type: none"> <li>Hub of communications: easy to manage and update</li> <li>'One stop shop' for information about the Scheme</li> <li>Platform for digital interpretation and volunteering/engagement</li> <li>Widely accessible</li> </ul>	<ul style="list-style-type: none"> <li>Staff/ volunteer time to maintain and update</li> <li>Development of website by professional agency £10,000</li> <li>Ongoing hosting and domain name registration £150/year</li> </ul>	<ul style="list-style-type: none"> <li>Initial website online by end June 2018</li> <li>Continuation of development throughout 2018</li> <li>Fully operational January 2019</li> </ul>	All	<p>EXPLAINING EXCITING ENCOURAGING</p>
<b>eBulletins</b>	AONB co-lead with Marketing Lancashire	<ul style="list-style-type: none"> <li>Cost-efficient to produce and distribute</li> <li>Content can be tailored to specific audiences and activities</li> <li>Good way of driving traffic to website</li> <li>Helps to convey a sense of progress and 'liveliness'</li> </ul>	<ul style="list-style-type: none"> <li>Staff/ volunteer time to produce content</li> </ul>	<ul style="list-style-type: none"> <li>Initial Bulletin to coincide with website launch June 2018</li> <li>Then quarterly until Scheme end December 2021</li> </ul>	<p>Partner organisations Other organisations Volunteer and community groups Tourism businesses</p>	<p>EXCITING ENCOURAGING</p>

<b>Social media</b>	AONB co-lead with Marketing Lancashire	<ul style="list-style-type: none"> <li>• Cost-efficient to manage</li> <li>• Potential to reach wider audiences</li> <li>• Good way of driving traffic to website</li> <li>• Helps to convey ongoing activity</li> </ul>	<ul style="list-style-type: none"> <li>• Staff/ volunteer time to manage. Platforms such as Hootsuite free to use.</li> </ul>	<ul style="list-style-type: none"> <li>• Social media to commence ASAP at outset of project (April 2018)</li> <li>• Ongoing <i>ad hoc</i> throughout project duration, with particular emphasis around events</li> <li>• “My Pendle Hill” campaign to launch July 2018 and remain ongoing throughout Scheme duration (generating content for Story Map)</li> </ul>	Other organisations Volunteer and community groups Tourism businesses Artists and craftspeople Sporting and outdoor groups Health and disability groups Minority groups NEETs	EXCITING
<b>Blogs</b>	AONB (lead) plus all others	<ul style="list-style-type: none"> <li>• Cost-efficient to manage</li> <li>• Helps to convey ongoing activity</li> <li>• Can help to increase volunteering by showcasing activities</li> </ul>	<ul style="list-style-type: none"> <li>• Staff/ volunteer time to manage and produce content</li> </ul>	<ul style="list-style-type: none"> <li>• Blogging to commence with website launch June 2018</li> <li>• Suggest <i>at least</i> one blog post per month</li> </ul>	Partner organisations Other organisations Volunteer and community groups Tourism businesses Artists and craftspeople Sporting and outdoor groups Health and disability groups Minority groups	EXPLAINING ENCOURAGING
<b>Pendle Folk</b>	AONB (lead) plus Simon Cronshaw	<ul style="list-style-type: none"> <li>• Engaging method for promoting local heritage and personal stories</li> <li>• Inclusive and accessible with good potential for crowd-sourcing content</li> <li>• Can be continually developed beyond the lifespan of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Initial technical development by consultant(s) £7500</li> <li>• Staff/ volunteer time to manage and moderate</li> </ul>	<ul style="list-style-type: none"> <li>• Initial development to commence March 2017</li> <li>• Updated throughout lifespan of the Scheme</li> </ul>	Volunteer and community groups Artists and craftspeople Visitors Minority groups	EXPLAINING EXCITING
<b>Heritage Hotspots’ app</b>	AONB (lead) plus all others	<ul style="list-style-type: none"> <li>• Engaging method for promoting local heritage and personal stories</li> <li>• Inclusive and accessible with good potential for crowd-sourcing content (incl. skills training and volunteering)</li> <li>• Innovative and capable of reaching wider audiences</li> <li>• Can be continually developed beyond the lifespan of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Initial technical development by consultant(s) £10,000</li> <li>• Staff/ volunteer time to manage and moderate</li> </ul>	<ul style="list-style-type: none"> <li>• Initial development to commence March 2018</li> <li>• Web-app launched May/June 2019</li> <li>• Updated throughout lifespan of the Scheme</li> </ul>	Volunteer and community groups Tourism businesses Artists and craftspeople Sporting and outdoor groups Health and disability groups Visitors	EXPLAINING EXCITING
<b>Time-banking facility</b>	Local Authorities - ?	<ul style="list-style-type: none"> <li>• Efficient method for managing and promoting volunteering.</li> <li>• Innovative and accessible, capable of reaching wider audiences and encouraging new volunteers</li> <li>• Making volunteering ‘easy and convenient’</li> <li>• Potential for improving social cohesion within and between communities</li> <li>• Can be continually developed beyond the lifespan of the project</li> </ul>	<ul style="list-style-type: none"> <li>• Initial technical development by consultant(s) £10,000</li> <li>• Staff/ volunteer time to manage and moderate</li> </ul>	<ul style="list-style-type: none"> <li>• Initial development to commence June 2018</li> <li>• System operational by end 2018</li> <li>• Updated throughout lifespan of the Scheme</li> </ul>	Partner organisations Other organisations Volunteer and community groups NEETs	ENCOURAGING
<b>Audio-video content</b>	AONB (lead) plus all others	<ul style="list-style-type: none"> <li>• Engaging method for promoting the Scheme and its activities – especially personal stories and experiences</li> <li>• Train-the-trainer model will build capacity amongst volunteers for continuing audio-video content as part of Scheme legacy</li> <li>• Cost efficient to manage once set up</li> </ul>	<ul style="list-style-type: none"> <li>• Initial training by consultants (plus ongoing support) £5000</li> <li>• Staff/ volunteer time to implement</li> <li>• AV equipment (suggest 3 iPads but volunteers’ own devices could be used)</li> </ul>	<ul style="list-style-type: none"> <li>• AV programme to commence August 2018</li> <li>• Annual follow-up training during April 2019 and 2020.</li> </ul>	Volunteer and community groups Artists and craftspeople Visitors Minority groups Adult learners Health and disability groups	EXPLAINING EXCITING ENCOURAGING

<b>Webinars</b>	AONB (lead) plus all others	<ul style="list-style-type: none"> <li>Increasing access to skills training and knowledge sharing</li> <li>Providing training/ knowledge share for people with physical barriers to access</li> <li>Bringing the Scheme to target audiences beyond the immediate boundary</li> </ul>	<ul style="list-style-type: none"> <li>Initial set up and subscription fee (e.g. using GoToWebinar) approximately £75/month</li> <li>Staff/ volunteer time to facilitate</li> <li>Guest speakers</li> </ul>	<ul style="list-style-type: none"> <li>Webinar programme to commence January 2019</li> <li>12 webinars hosted quarterly until Scheme end 2021</li> </ul>	Partner organisations Other organisations Volunteer and community groups Adult learners NEETs	EXPLAINING ENCOURAGING
<b>Printed literature</b>	AONB (lead) plus all others	<ul style="list-style-type: none"> <li>Communicating with audiences <i>in situ</i> and/or with groups that may have difficulties engaging with digital communications</li> <li>Providing readily available information at visitor hubs</li> </ul>	<ul style="list-style-type: none"> <li>Graphic design by external agency</li> <li>Staff/ volunteer time to develop content</li> <li>Need to consider how printed literature will be distributed</li> </ul>	<ul style="list-style-type: none"> <li>Summary materials to be produced in preparation for May/June 2018</li> <li><b>Schedule of individual project materials TBC following completion of Interpretation Plan.</b></li> </ul>	Volunteer and community groups Visitors	EXPLAINING ENCOURAGING
<b>Interpretive displays</b>	AONB (lead) plus all others	<b>TBC following completion of Interpretation Plan</b>	<b>TBC</b>	<b>TBC</b>	<b>TBC</b>	<b>TBC</b>
<b>Pop-up exhibition</b>	AONB (lead) plus all others	<ul style="list-style-type: none"> <li>Easy and efficient way of promoting the Scheme at external events (especially those in urban areas)</li> </ul>	<ul style="list-style-type: none"> <li>Graphic design by external agency £1500</li> </ul>	<ul style="list-style-type: none"> <li>Produced and ready for use by Winter 2018</li> </ul>	Volunteer and community groups Visitors	EXPLAINING ENCOURAGING
<b>Travelling roadshow</b>	AONB (lead) plus all others	<ul style="list-style-type: none"> <li>Opportunities for “bringing the countryside to town” and engaging urban communities</li> <li>Providing a traveling workshop space for use by artists and community groups</li> <li>Mobile tool store and pop-catering for volunteer activities</li> </ul>	<ul style="list-style-type: none"> <li>Towable ‘Shepherd’s Hut’ with electrics, wood burner and kitchenette £20,000</li> <li>Staff/ volunteer time</li> </ul>	<ul style="list-style-type: none"> <li>Procured and ready for use by May/June 2019</li> </ul>	Volunteer and community groups Artists and craftspeople Sporting and outdoor groups Health and disability groups Minority groups NEETs Visitors	EXPLAINING EXCITING ENCOURAGING
<b>Gathering events</b>	AONB (lead) plus all others	<ul style="list-style-type: none"> <li>High profile, high impact event for engaging all audiences</li> <li>Capable of generating significant media coverage and wider promotion of the Scheme</li> <li>Opportunity for volunteers and other groups to come together, share experiences and celebrate successes</li> <li>Opportunity to involve tourism businesses</li> </ul>	<ul style="list-style-type: none"> <li>Event venue hire, catering and other logistics £30,000</li> <li>Staff/ volunteer time to organise and facilitate</li> </ul>	<ul style="list-style-type: none"> <li>4 Gathering events during the course of the Scheme in August 2018 and then February 2019 - 2021</li> </ul>	All	EXPLAINING EXCITING ENCOURAGING
<b>Final conference</b>	AONB (lead) plus all others	<ul style="list-style-type: none"> <li>High profile, high impact event within the heritage sector (national reach)</li> <li>Opportunity to share the successes of the Scheme and lessons learned with wider audiences</li> </ul>	<ul style="list-style-type: none"> <li>Event venue hire, catering and other logistics £8,000</li> <li>Staff/ volunteer time to organise and facilitate</li> </ul>	<ul style="list-style-type: none"> <li>Conference held 1<sup>st</sup> quarter 2022</li> </ul>	Partner organisations Other organisations Volunteer and community groups Tourism businesses Artists and craftspeople Sporting and outdoor groups Health and disability groups	EXPLAINING ENCOURAGING
<b>Formal Scheme evaluation</b>	All partners	<ul style="list-style-type: none"> <li>Opportunity to review the Communications Strategy and make necessary adjustments: strengthening successes and mitigating weaknesses.</li> </ul>	<ul style="list-style-type: none"> <li>Staff time to undertake review</li> </ul>	<ul style="list-style-type: none"> <li>Mid-point evaluation April 2020</li> <li>Final evaluation April 2022</li> </ul>	Partner organisations	N/A - INTERNAL

# Actions Timetable

	17-18				Yr 1, 18-19				Yr 2, 19-20				Yr 3, 20-21				Yr 4, 21-22				Yr 5, 22-23					
	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar		
Scheme launch: media campaign					Summer																					
Communications Working Group					Group established																					
Pendle Hill Communications Toolkit																										
Media relations					Initial press campaign	Ongoing - ad hoc press releases to coincide with events																				
Scheme website					Initial launch	Development																				
eBulletins					Initial bulletin	Quarterly																				
Social media						My Pendle Hill	Ongoing - ad hoc with particular emphasis around events																			
Blogs						Ongoing - at least one per month																				
Pendle Folk	Initial development	Updated throughout project																								
Heritage Hotspots' app					Initial development				Launch																	
Time-banking facility					Initial development		System operational																			
Audio-video content										Follow-up training																
Webinars								Programme commences	Quarterly																	
Printed literature					Summary materials																					
Interpretive displays	TBC																									
Pop-up exhibition					Ready for use by Winter 2018																					
Travelling roadshow					Ready for use by May/June 2019																					
Gathering events										2 more events to be held																
Final conference																										
Formal Scheme evaluation												Mid-point												Final		

## 7.0 Identity

### Recommendations for branding and visual language

The Scheme will actively contribute to the destination brand of Pendle Hill – especially in terms of the quality and diversity of experiences that the area provides.

The visual identity of the Scheme (its logo and other imagery) will be developed ‘from the bottom up’ with the involvement of local residents. The development process will be part of the Scheme’s early engagement activity: it will provide an opportunity to raise awareness of the Scheme and its objectives; encourage people to think about their landscape and what it means to them; and help to foster a sense of ‘shared ownership’ of the brand by local communities.

The development process will be facilitated by local artists and finalised by graphic designers, resulting in a locally distinct logo, typeface, colour palette and other core elements of the brand. Public engagement around the brand will be integrated into the Scheme’s existing start-up activities and also facilitated online via social media and use of existing platforms, such as the Colourground<sup>6</sup> mobile app. Whilst the hill itself is undoubtedly iconic, it is suggested that the brand should perhaps convey “more than just a hill” and instead seize the opportunity to present the area in a new way – possibly drawing upon the theme of gatherings and ‘people coming together’ (again, this is to be determined by local communities).

The Scheme brand will also bolster that of the AONB and other active partners – and specific to the AONB, it presents an opportunity for the organisation to pilot a new approach to brand management, whereby individual projects are given creative freedom to develop their own identities under the ‘umbrella’ of the AONB (similar to the Landscape For Life brand strategy used by the NAAONB). Such an approach would enable the AONB to work more flexibly with partners without risk of compromising the core AONB brand. It would also help the organisation to tailor communications more creatively to specific audiences and contribute to a perception of “lots happening locally”, with different project brands conveying a sense of bustle and activity.

Such outcomes will improve the resilience of the AONB by creating new opportunities – including closer links with businesses and other potential revenue sources – at a time when protected areas are undergoing significant changes and pressures.

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<sup>6</sup> <https://colourground.com>