

# Communications Strategy

Pendle Hill Landscape Partnership

## APPENDICES

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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.

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## 8.0 Appendices

### 8.1 Who visits Pendle Hill – and who doesn't?

Our understanding of current visitors has been developed with reference to the Pendle Hill Visitor Survey (September 2016). The findings of this analysis represent approximate patterns and trends in visitor composition, behaviours and preferences, based on a total sample of around 100 respondents. From this sample we can attempt to answer the following questions:



#### **Who are they?**

Most people visit as part of a group of adult friends (54%) comprising adults aged 54-64 years and 65+, with an even distribution of male and females. 34% are families with children. 45% of visitors are retired with 37% working full-time. 14% of visitors have some form of disability, mostly related to mobility (53%). 96% of visitors are white British ethnicity. Young adults aged 16-24 and younger are the least represented groups. Anecdotal evidence from local tourism bodies suggests that adult walkers tend to be AB1 demographic (professional and managerial) whilst families are more typically CD (skilled working class).



#### **How often do they visit?**

The majority of people who come here are repeat visitors, with just 14% visiting for the first time (most likely because of the walking festival). Weekdays are more popular than weekends (42% vs 28%), which may reflect the predominance of older adult walkers (retirees). The Pendle Hill area receives a typical proportion of regular visitors (3% daily, 20% weekly and 31% monthly or more). Summer is the most popular time to visit (42%) but 38% visit year-round. Anecdotal evidence suggests that the majority of visits are day trips and short breaks (2-3 nights stay).



#### **How do they travel?**

Most visitors travel from home (over 65%) and the majority journey by car (85%). Very few arrive by public transport or by cycling (averaging 2%). Barley is by far the most used gateway (65%). Anecdotal evidence suggests that maximum drive times are 2-3 hours.



### What do they enjoy doing?

In order of preference, visitors mostly enjoy going for a walk (88%), visiting the cafe, walking the dog, guided walks/talks, social time with friends, family outing, bird/nature watching and relaxation. Over 36% of visitors say they know very little about the area's history and heritage and would like to learn more. Anecdotal evidence notes use of the Hill for special events and sporting challenges (sponsored walks and fell races, etc). Local tourism bodies also indicate that the majority of visitors are active holidaymakers (people who enjoy "doing" as well as "seeing"), but that some visitors have no interest in outdoor recreation – and should not be overlooked.



### How satisfied are they?

A key reason to visit Pendle Hill is the scenery, views and peaceful outdoor experience. Such a high number of repeat visitors is testament to how well-loved the area is. Visitors stress that they want to preserve the peace and quiet and unspoilt scenery, and although they are asking for improvements they don't want too much change. The least satisfaction was scored against interpretation of heritage.

## 8.2 Who lives locally within the scope of the Scheme?

The socio-economic profile of the project area is summarised as follows<sup>1</sup>. Colour coding indicates the status of each indicator as a measure of "access to the Pendle Hill landscape".

<span style="background-color: #9ACD32; display: inline-block; width: 15px; height: 15px;"></span>	Indicator is favourably above national average, suggesting positive access
<span style="background-color: #90EE90; display: inline-block; width: 15px; height: 15px;"></span>	Indicator is on trend with the national average
<span style="background-color: #FFDAB9; display: inline-block; width: 15px; height: 15px;"></span>	Indicator is unfavourably lower than national average, suggesting barriers to access

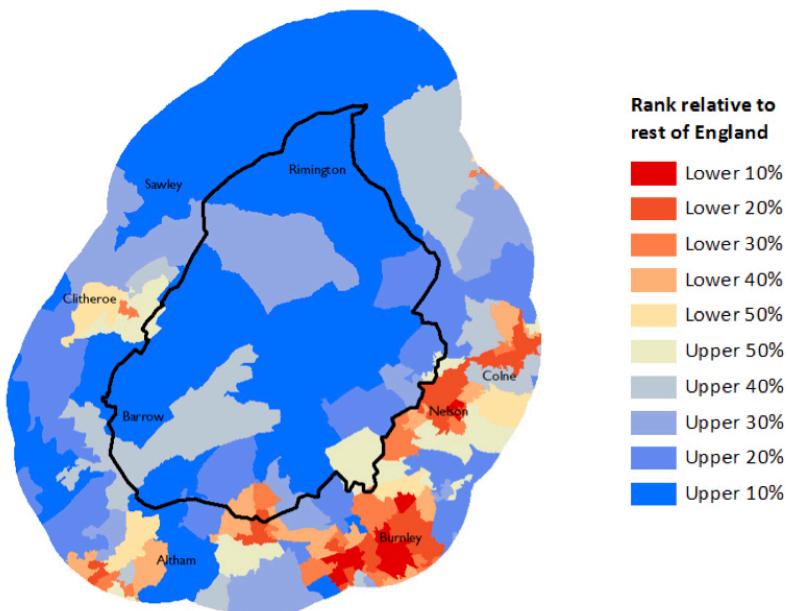
<sup>1</sup> Robinson, C (2015) *Pendle Hill Landscape Partnership: Developing a socio-economic profile and assessing barriers to site access*. Forest of Bowland AONB.

Indicator	Observations	Comparison
<b>Car ownership</b>	Car ownership is above national average within 40km and 3.5km of project area. Low relative ownership is concentrated in more urbanised communities - eg. Burnley, Blackburn, Pendle, Preston.	
<b>Education</b>	Levels of education are below average (approx 27% of population have no qualifications, compared to 23% nationally). Within 3.5km, 68% are in the lower 50% relative to the rest of England concerning people aged 16+ who do not have any qualifications. This trend is most prominent in the urban and peri-urban local authority areas of Burnley, Salford, Blackburn, Bradford, Rochdale, Bury, Bolton, Preston and Pendle itself.	
<b>Elderly</b>	The number and distribution of elderly people aged 65+ is typical for rural areas. Communities to the north tend to have an older population, whilst those in urban and peri-urban areas tend to be younger.	
<b>Ethnic minorities</b>	The distribution of ethnic minority groups is largely on trend with the national average for rural areas. Minority groups are concentrated in urban areas, where the average number of people identifying as "non-White British" is above average (16% compared to 14%); whereas the average within a 40km radius as a whole is lower than average (1% compared to 1.6%). Data also suggests that ethnic minority groups are well-established, with many having lived in the area for generations.	
<b>Health and disability</b>	Below average levels of health and disability are experienced on both sides of the hill. Urban and peri-urban areas are most disadvantaged: 28% of these communities rank within the 10% most health deprived areas in England.	
<b>Income and employment</b>	Data indicates below average levels of income and employment, especially in urban and peri-urban areas. 18% of communities rank within the 10% most employment and income deprived in England.	

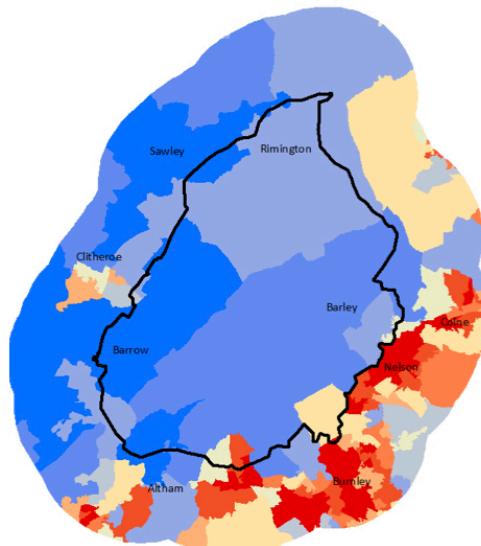
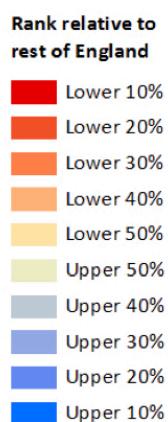
## 8.3 Distribution of social indicators

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

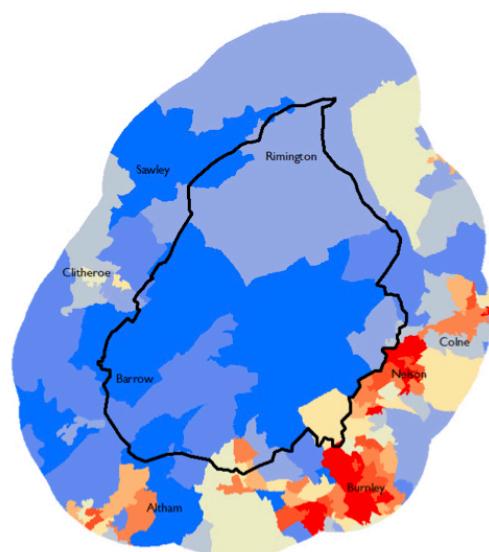
### Car ownership



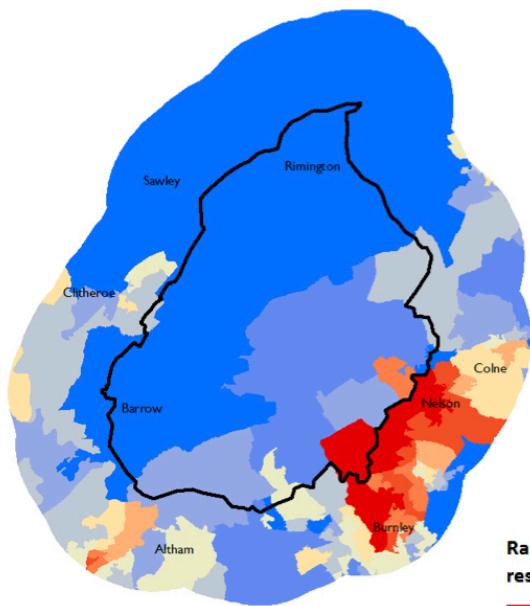
### Education



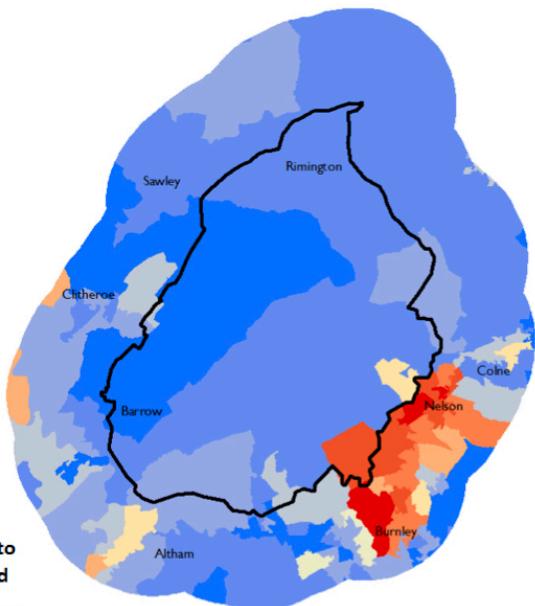
Education deprivation



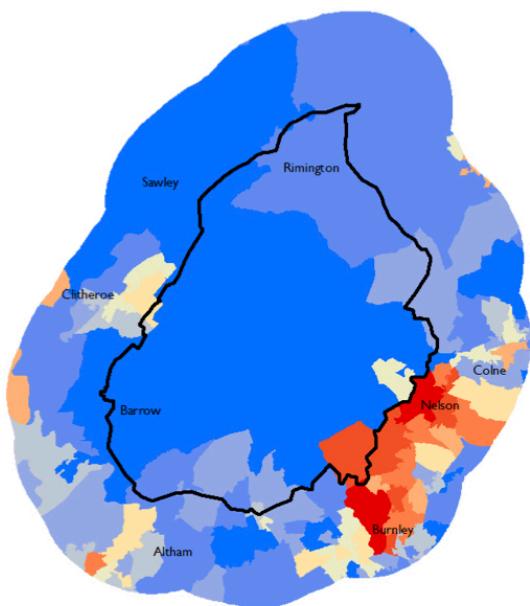
No qualifications (over 16)

**Ethnicity**

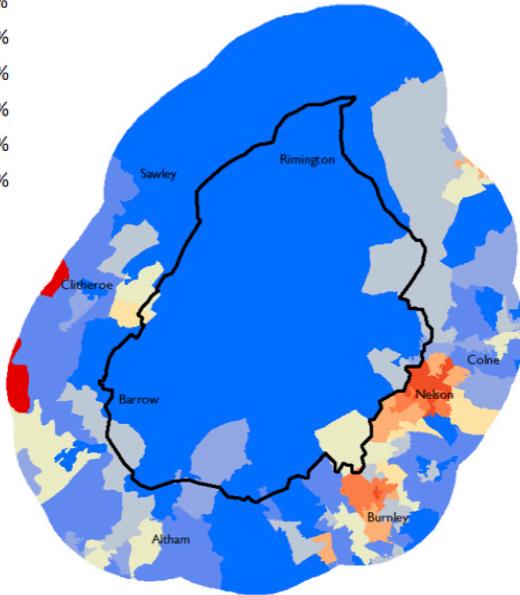
Other ethnic group



Country of birth outside the UK

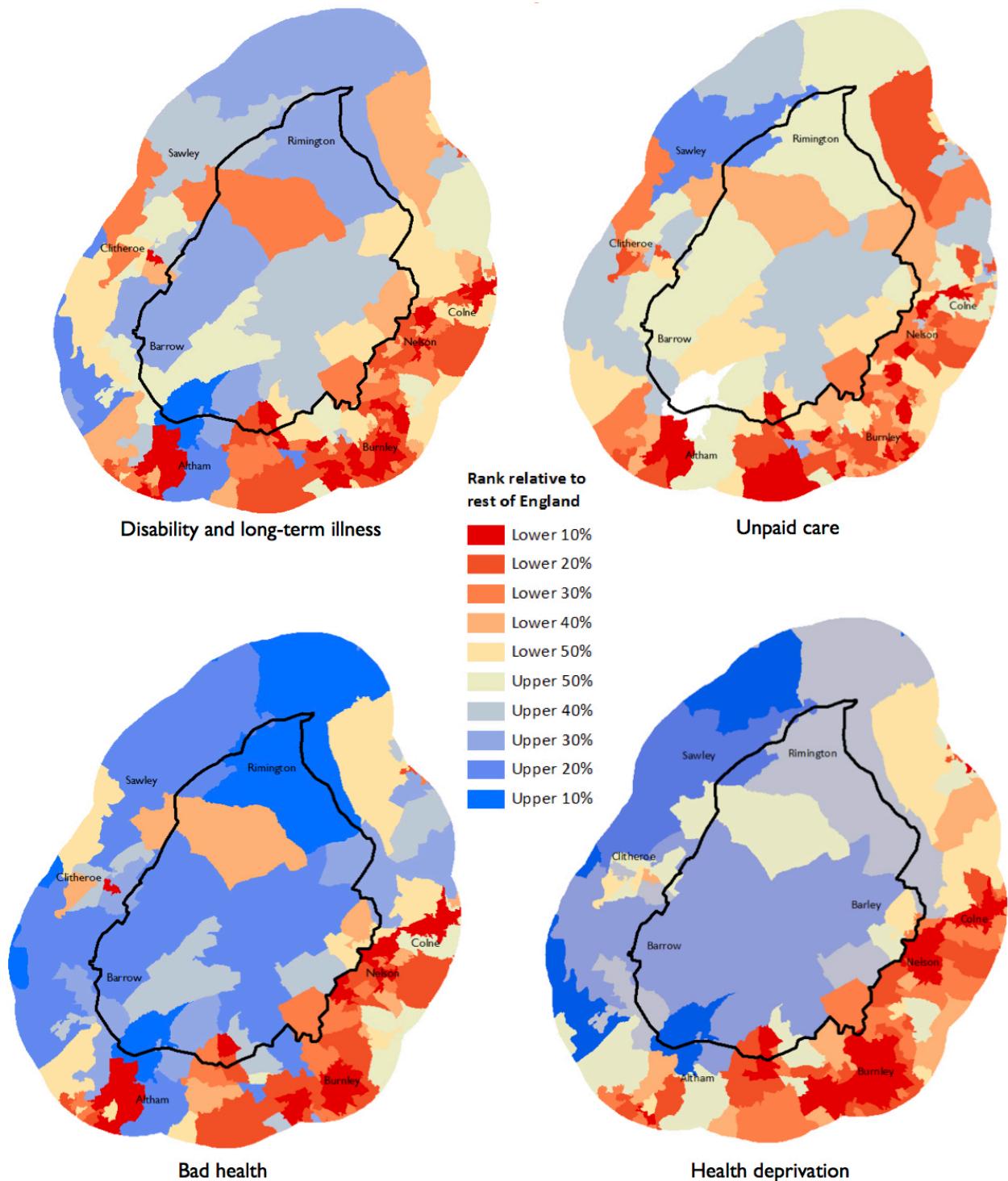


Main language not English

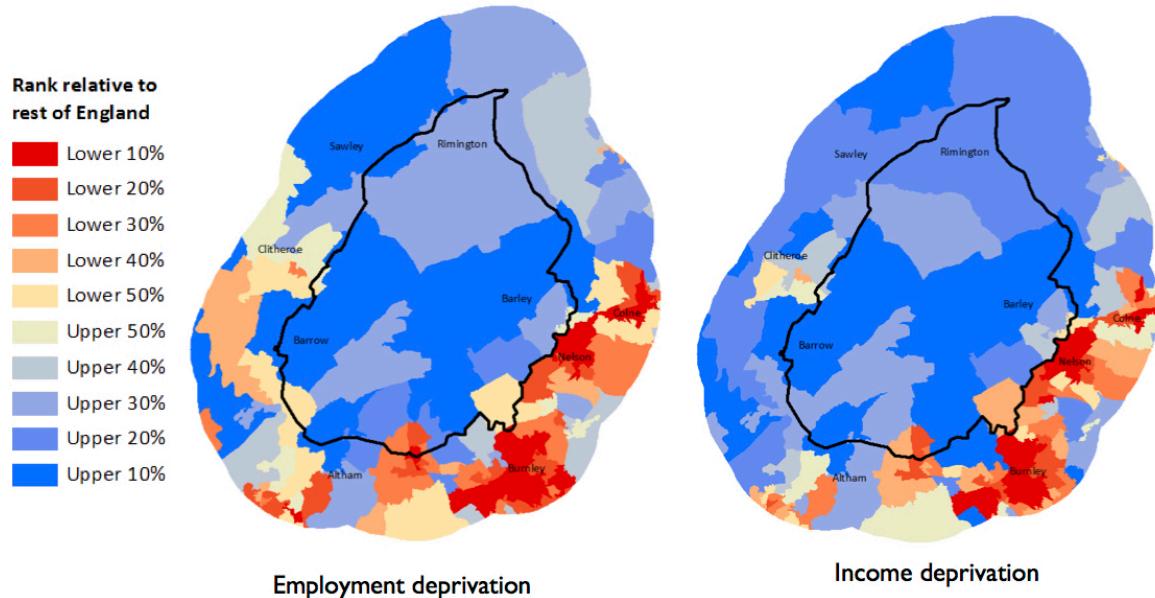


Residents in the UK less than two years

## Health and disability



## Income and employment



Key considerations based on the socio-economic profile:

- ✿ **Repeat visitors are likely to be habitual** – they tend to enjoy doing the same things each time they visit. This poses both opportunities and challenges. Opportunities in terms of using visitors' attachments with often-frequented places as a trigger for engagement (e.g. in conservation volunteering and access improvements); challenges in that it may prove difficult to engage such groups in activities beyond their 'local patch' and/or immediate interests.
- ✿ **The high proportion of adult groups and retired people amongst visitors must be considered when designing activities and interpretation.** It will be important to foster activities that cater for their needs without alienating potential family groups and younger audiences. Digital delivery will play an important role in enabling this.
- ✿ **There is opportunity to create a more informative experience.** 52% of visitors are interested in a mobile App. Technology will be a powerful tool in engaging a diverse audience and may be useful in attracting younger people, who are currently under-represented. Self-guided trails (34%) are also particularly welcomed.
- ✿ **On-site information, interpretation of heritage, signs on routes and provision of cycling routes/ bridleways/ multi-user paths are all areas of least satisfaction.** There is potential for the Partnership to make significant improvements in these areas, especially the provision of information and interpretation.
- ✿ **Each gateway exhibits a different landscape character and sense of place, which could be better interpreted and promoted.** There needs to be more information at gateways and improved signage in general, which may encourage visitors to explore more widely. There should also be linkages to other attractions such as the Pendle Sculpture Trail.

- ❖ **The Partnership must be proactive in targeting the more disadvantaged urban and peri-urban communities,** where below average levels of education, income/employment and health/disability present significant barriers to engagement. It will be important for activities to focus on providing *new opportunities* for skills training and learning, personal development and wellbeing (placing these benefits at the forefront of engagement). There is also considerable scope for “taking the countryside to the town” through events, a mobile roadshow, business partnerships and other methods.
- ❖ **Cultural issues relating to ethnic minority groups must also be carefully considered,** ensuring barriers such as language, local knowledge, social networks and confidence accessing the landscape can be overcome. Identifying and developing ‘project champions’ within local minority groups will be critical to achieving this aim and bestowing a genuine sense of purpose.

## 8.4 How is Pendle Hill currently portrayed?

Pendle Hill’s destination brand focuses on portrayal of the area as being beautiful, supernatural and a place to enjoy outdoor recreational activities, notably walking and cycling, as well as unique shopping and dining experiences. The destination brand is very much focused on the natural landscape and picturesque vistas.

Search engine results for “Pendle Hill” show the area is thought of as a walking hotspot, with “Pendle Hill Walks, Attractions, Map” being amongst the most popular results. Walking is a central theme for tourism marketing thanks to the iconic hill itself. It is a picturesque area that takes advantage of the landscape to attract active visitors who value natural beauty and the great outdoors. As well as walking, Pendle Hill is a draw for cyclists who climb the hill - this is one of the area’s core offers and is ubiquitous in communication materials.

The area is often talked about as being “supernatural” and its most well-known story is that of the witch trials. Visitors are signposted to the Pendle Hill Sculpture Trail and Pendle Heritage Centre, and of course the hill itself to explore “witchcraft heritage”. History is an apparent theme in the portrayal of Pendle Hill, not only the witch trials, but also the Leeds Liverpool canal and Quakers.

The surrounding towns and villages of Pendle Hill offer opportunities for shopping and dining and are proudly independent, retaining a strong market town identity. The area is portrayed as a place offering unique experiences thanks to their growing number of small businesses, as evidenced by Visit Lancashire and Visit Pendle’s visitor guide<sup>2</sup>.

Ostensibly Pendle Hill is very open to tourism and people are portrayed as being warm and welcoming. However, anecdotal evidence suggests that some local communities are hesitant to encourage tourism and are resistant to change because there have been very few contemporary developments in the area.

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<sup>2</sup> Pendle Visitor’s Guide 2016 – 2017, Visit Pendle, 2016.



## 8.5 Approaches and outcomes: what must we do to achieve success?

Communications activity is important to all Heritage Lottery Fund outcomes, but it has a *critical* role to play in the success of some more than others. The table below summarises the role of communications in supporting the outcomes of the Pendle Hill Landscape Partnership Scheme:

<b>Outcomes for heritage</b>	
<ul style="list-style-type: none"> <li>• <b>Heritage will be better managed</b></li> <li>• <b>Heritage will be in better condition</b></li> </ul>	<p>Communications activity will strengthen existing relationships between partners. It will also foster new relationships and help partners to work together in new ways. This will contribute to improving the management and condition of heritage by facilitating the exchange of knowledge, skills, resources both upwards (using lessons learned 'on the ground' to inform strategy) and downwards (sharing good practice at strategic level to improve local delivery). This will result in more robust, open and joined-up management practices amongst the Partnership.</p>
<ul style="list-style-type: none"> <li>• <b>Heritage will be identified / recorded</b></li> </ul>	<p>There is potential for the Scheme's volunteer programme to incorporate aspects of citizen science – especially by engaging people via their own hobbies and interests – and enabling people to get involved who might not wish (or be able) to take part in more physical activities. The process of collecting shared data will contribute to a sense of pride and ownership amongst participants; help to facilitate links between different communities; and can also form the basis of games and competitions. Our priority here will be to make the activity easy, convenient and accessible – something that everyone can contribute to and be credited for.</p>

## Outcomes for people

<ul style="list-style-type: none"> <li><b>People will have developed skills</b></li> </ul>	<p>Skills development will be promoted at different levels on a project-by-project basis, depending on the activities and audiences involved. There is scope for both soft skills, suitable for all, and more specialised offers focussing on personal and/or career development – including IT, art and design, research and interpretation, project management and other workplace-ready skills. We will seek to involve local businesses and agencies in supporting and promoting some aspects of this programme.</p>
<ul style="list-style-type: none"> <li><b>People will have learnt about heritage</b></li> </ul>	<p>Interpretation and storytelling will be embedded throughout the Scheme's communications – particularly methods that are creative and unconventional so as to reach new audiences not currently engaged in the area's heritage. This will include use of:</p> <ul style="list-style-type: none"> <li>Digital media, making interpretation available in interactive formats that offer deeper levels of engagement than conventional print media and displays</li> <li>A focus on personal stories and first person narrative: making the interpretation easier for people to relate to</li> <li>Using living memories to create links to the past: bringing distant heritage closer to people's daily lives</li> </ul> <p>Challenging perceptions of heritage: using a wide range of media to tell stories – poetry, music, drama, games, etc.</p>
<ul style="list-style-type: none"> <li><b>People will have volunteered time</b></li> </ul>	<p>We know there are numerous volunteer groups that will be eager to get involved in the project – and so we want to aim high and be proactive in recruiting many <i>new</i> volunteers from communities that are not traditionally engaged, including young people and urban residents. To achieve this, we must seek to change and modernise perceptions of volunteering – and we will do so using an innovative approach based on time-banking<sup>3</sup>: a tried and tested mechanism for co-production (see section 3.3 for details). This will involve creating an online 'credit system' and marketplace through which volunteering activity will be managed, promoted, supported and acknowledged. Groups and individuals will earn credits for time spent volunteering; these credits can then be 'spent' on recruiting volunteers for their own projects, or traded for other voluntary services relevant to the Scheme. Volunteers will receive public recognition and 'reward' for their contributions; different groups will be able to network and collaborate in new ways; fledgling projects will be facilitated by drawing upon the resources of the marketplace.</p>

<sup>3</sup> [www.timebanking.org](http://www.timebanking.org)

## Outcomes for communities

<ul style="list-style-type: none"> <li><b>Negative environmental impacts will be reduced</b></li> </ul>	<p>Communications will help to:</p> <ul style="list-style-type: none"> <li>Tackle and ameliorate conflicts between different users. This will partly involve use of messages and activities designed to enhance people's sense of place, local pride and feelings of ownership towards the landscape and its heritage. There is also scope to facilitate conflict resolution by bringing groups together to find solutions for specific problems.</li> <li>Behavioural change will also involve using communications to help break some of the 'unconscious' habitual behaviours of local people and visitors for the purpose of encouraging people to discover new experiences and also to help reduce some of the environmental pressures resulting from tourism. Pendle Hill attracts many repeat visitors who tend to enjoy familiar activities in familiar places. We want them to be more adventurous and "try something new" – thereby helping to reduce pressures around honeypots and broaden people's connections with the landscape.</li> </ul>
<ul style="list-style-type: none"> <li><b>More people and a wider range of people will have engaged with heritage</b></li> </ul>	<p>Opportunities to engage with heritage - both natural and cultural - are at the forefront of each individual project and also a key component of outcomes relating to interpretation and learning.</p> <p>Communications will result in <i>more</i> people engaging with heritage by promoting activities through both established channels (those managed by partners) and by establishing new channels specific to the Scheme (notably by working with local businesses and community/interest groups). The use of digital media will play a key role in enabling communications to reach mass audiences quickly and responsively (responding to opportunities as they arise), as well as improving intellectual access to the landscape through web-based interpretation.</p> <p>The Scheme will also offer new opportunities for enjoyment in its own right – notably through volunteering, which has potential to engage holidaymakers as well as local communities (particularly opportunities that chime with popular hobbies such as birdwatching/ nature-spotting, local heritage, food and drink).</p> <p>Reaching a <i>wider range</i> of people will involve 're-packaging' heritage in ways relevant to individual audiences – and a significant portion of communications activity will be dedicated to promoting both the diversity and quality of experiences on offer locally. It is important for the Scheme and Pendle Hill itself to be portrayed as <i>exciting, welcoming and contemporary</i> if outreach into new audiences is to be successful. Tourism partners within the Scheme can assist greatly in this regard and we will be seeding messages about relevant public activities and events within their established communication channels, as well as</p>

	<p>piggybacking on annual programmes and festivals.</p> <p>The Scheme will be mindful that heritage means different things to different people. To some, heritage is a subject of passion whereas to others the term alone can be off-putting and academic. Communications will seek to ensure the widest outreach by: a) defining and celebrating heritage in its broadest sense and b) in some cases avoiding use of the term altogether. The 're-packaging' process will also involve use of high quality design and branding, ensuring project outputs are attractive and accessible. Again, digital media will play a key role in achieving this outcome.</p>
<ul style="list-style-type: none"> <li>• <b>The local area/community will be a better place to live, work or visit</b></li> </ul>	<p>Working with businesses and community/interest groups will be the mainstay of communications at the local scale (i.e. targeting individual localities). There is good potential for the project to boost local economic development using resources such as the AONB's 'sense of place toolkit' method to assist tourism businesses in benefiting from place-based marketing. The Scheme's volunteer-led activities will also contribute positively to social cohesion, wellbeing and 'community spirit'.</p> <p>Such outcomes are notoriously difficult to evaluate and evidence, yet they can be a valuable asset to communications: providing case studies and testimonials that will be used to exemplify some of the Scheme's benefits to local people.</p> <p>Communications will also seek to help Dissipate some of the social divides that exist between the different sides of the hill. This is key to achieving the communications vision. Much of the focus will be on joint initiatives involving people from different communities working together. It will also involve using communications to challenge some of the negative perceptions held by people on each 'side' – but doing so by celebrating local identity and sense of place, rather than seeking homogeneity. There is lots of scope for positive competition between communities, through games, sports, performances and more.</p>

## 8.6 Partners' objectives – win:wins

The Scheme offers numerous opportunities for supporting delivery of partners' own communications objectives. Examples identified through consultation include:

- ❖ Raising the tourism profile of the area to domestic and international markets, including linking Pendle Hill to the wider "Lancashire experience"
- ❖ Working with and supporting businesses to improve and develop the visitor offer (more/better/diverse things on offer)
- ❖ Encouraging the development of improved visitor infrastructure
- ❖ Increasing visitor numbers and spend
- ❖ Expanding and improving communication channels (especially online)
- ❖ Forming relationships with new partners

## 8.7 Digital innovation

### 8.7.1 Heritage Hotspots web-app

A method of digital engagement designed to provide an opportunity for everybody to create their own record of a visit or experience (e.g. their own Pendle Hill story). Revealing hidden connections between people, objects and places; extending the visitor's journey beyond their physical experience of the area.

The approach involves 'collecting' stories by scanning QR codes (or similar identifiers) at points of interest. These scan points are linked to online stories, archive material, pictures and/or audio-video, which are collated into a personalised eBook that the visitor can then access at a local WiFi hotspot (powered by iBeacon) via a mobile device, or at home using a desktop computer following their visit. The eBooks are made available in PDF format for printing and in formats suitable for eReaders (such as Kindle devices). The core principle is that visitors are not obliged to digest the information *in situ*, as they are with physical displays. Nor must they navigate through information that isn't relevant to their own interests, as they are with conventional websites. They can instead choose to collect 'snippets' of relevant information and digest it at their leisure, during or after their visit.

The web-app will improve access to heritage and encourage visitors to explore new places in new ways – thereby providing a tool for aiding visitor dispersal away from congested honeypots. In the context of the Scheme, content could also be created by volunteers, trainees, schoolchildren and others writing articles, blogs and uploading pictures/ videos of their events and activities – enabling visitors to gain unique insights into the Scheme from different people and perspectives.

### 8.7.2 Time-banking

Time-banking is an innovative way for volunteers to get involved in the Pendle Hill Landscape Partnership: a way for people to give their time and get something back. It provides a simple framework to bring town and country people together to share their skills and work together using the principles of co-production. **How time-banking works:**

- Volunteers can both give and receive help on the projects they are interested in.
- 1 hour of volunteering = 1 credit. People are valued for the contributions they make.
- Volunteers can spend credits by requesting the services of other volunteers – giving others the chance to make a difference and feel needed.
- An online record is kept of credits earned and spent, and work completed.

So for example... Mrs Smith is a farmer. She has volunteered for 2 hours repairing a drystone wall. In doing so she's earned 2 credits. Mrs Smith wants her farm to benefit from the Landscape Partnership by being better managed for biodiversity, but she doesn't know where to start surveying wildlife. She can use her 2 credits to ask for help from others who have the experience to help.

Time-banking is tried and tested method for encouraging co-production, empowering people and connecting them to their community and its landscape. It provides an engaging and accessible 'pathway' to volunteering that is attractive to both established groups (broadening their appeal and available skills/resources) as well as newcomers (offering a system of reward that heightens the sense of achievement, thereby encouraging further participation). It would also provide the Scheme with a clear and visible record of voluntary contributions – as well as a platform for coordinating larger scale volunteer events. The time-banking scheme could be set up using the existing Lancashire Time Credits scheme<sup>4</sup> or via the national time-banking website<sup>5</sup> (pending review of which platform is most appropriate). Alternatively, a simpler bespoke system applying the same good practice could be established on the Scheme website, creating a centralised hub of activity.

## 8.8 Evaluation

People's perceptions of the landscape and 'people engagement' are integral to this Scheme, so evaluation of communications is paramount. Communication activities should extend to evaluation itself, involving the community and encouraging their participation through arts, education activities and events to express their attitudes and experiences of how the Landscape Partnership is communicated, their understanding of the Scheme and the difference it makes.

In Countryside's 2015 'Landscape Partnerships Programme Evaluation' report<sup>6</sup>, a process of ongoing evaluation was recommended to enable Partnerships to be more reflexive in their work

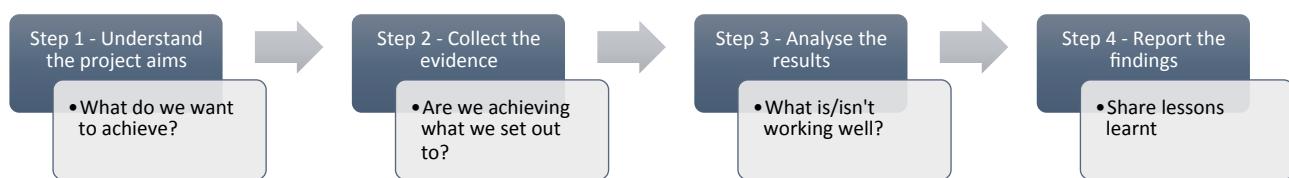
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<sup>4</sup> Lancashire Time Credits: <http://chorley.gov.uk/Pages/AtoZ/Lancashire-Time-Credits.aspx>

<sup>5</sup> National time-banking website: <http://www.timebanking.org>

<sup>6</sup> The Landscape Partnership Evaluation, Countryside 2015.

approach. “Successful LPS are not those which have adhered firmly to the planned programme of works, but those which have used the programme flexibly, evaluating progress and enabling reactions to successes, unexpected finds and failures”. In fact, failures are often avoided through flexible working and redesigning the work approach. In terms of communications this means close and frequent monitoring of outputs and outcomes, being reactive to successes and learning lessons along the way. Evaluation should be embedded into communications and not be an afterthought. It should commence as soon as possible, collecting outputs, outcomes and impact from the outset. As the project progresses it is important to consider what has worked well, less well (or different to expectations) and why. To do this we need to ask the right questions to the right people and collect useful data to show what difference the project is making and how far it’s achieving the HLF outcomes. A simple 4-step process allows you to do this:



## 8.9 Audiences and messages

The Pendle Hill Landscape Partnership Scheme will be accessible to everyone, but its communications activity will focus on engaging specific target audiences, using specific messages, for specific purposes.

### What are target audiences?

By ‘target audiences’ we mean groups of people who share similar needs, interests, characteristics and behaviours - and are therefore likely to respond to communications in a consistent way. The Scheme will make special effort to engage with, influence and involve these target audiences for a number of reasons, such as:

<b>Enablers</b>	They have skills, knowledge and/or resources that will be critical for delivering Scheme outcomes. Such audiences are sometimes referred to as enablers. They tend to be interested in win:wins that benefit both the Scheme and their own interests. They also tend to enjoy the reward and satisfaction of getting involved and ‘getting stuff done’.
<b>Beneficiaries</b>	They stand to benefit significantly from being involved in the Scheme – for example, through improvements to skills and learning, personal development, income and employment, health and wellbeing. We sometimes refer to such audiences as beneficiaries. Their priorities tend to be focussed on improving their individual situation and so they respond well to opportunities that offer help and the chance to ‘get on in life’.

<b>Hard-to-reach</b>	They are on the ‘outskirts’ of the Scheme – geographically, culturally or socio-economically – and are likely to require extra effort in order to become interested and involved. Such groups are often termed hard-to-reach. By definition, they tend to have a poor connection with the Scheme at the outset. By engaging proactively with this group, the Scheme will seek to facilitate their journey from being disengaged ‘outsiders’ to committed ‘owners’. This is typically the most challenging yet rewarding aspect of audience engagement.
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We will use the broad categories of **enablers**, **beneficiaries** and **hard-to-reach** to help us understand the different audiences that the Scheme will be proactive in engaging with and what messages/channels they are most likely to respond to.

### What are messages?

‘Messages’ are a way of matching the activities of the Scheme with the needs and interests of target audiences. They are intended to:

- ❖ **Help the Scheme to stand out** from other (possibly similar) activities by saying something new and/or different.
- ❖ **Resonate with the needs and interests of target audiences**: that is, capture people’s attention by focusing on what is *relevant* to them.
- ❖ **Inform the design and content of communications**: helping the Partnership understand what needs to be said, to whom and how.
- ❖ **Influence behaviour**. Messages should ideally include (or at least suggest) a ‘call to action’: an invitation for the recipient of the message to do something in response.

### Matching audiences with messages

The following table sets out the target audiences for the Scheme (based on the profiling of visitors and local communities in 2.1 and 2.2); the benefits that the Scheme can offer them; the potential ‘triggers’ for engagement; and the messages through which the triggers can be conveyed.

The **target audiences** have been chosen because they require a specific type of communication and/or play a specific role in helping to deliver the Scheme. Some audiences belong to more than one of the three broad categories – for example, tourism businesses can be both enablers and beneficiaries. For the purpose of the Communications Strategy, we are focussed on *achieving impact*. So individual groups are categorised based on the types of communication they are most likely to respond to. Which brings us on to...

**Triggers**, which are the different reasons that are likely to motivate each audience to get involved in the Scheme. These triggers have been used to develop a series of **messages** and desired outcomes specific to each group, which are summarised in the final two columns of the table.

Please note that the messages are not intended as slogans (although they could certainly guide the development of such as part of brand development). They are succinct summaries of what the Scheme needs to ‘say’ to each audience in order to provoke a favourable response.

## 8.10 Managing communications

Communications activity will be coordinated by the lead organisation, Forest of Bowland AONB, utilising the channels available to the partnership as a whole. Effective management will be crucial for ensuring consistency of the Scheme’s brand and messages across what promises to be a highly diverse range of projects and activities, targeting an equally diverse range of audiences.

For partnerships of this type, the most effective ways of managing communications are always the most simple – utilising partners’ own existing methods (rather than introducing new ones); allowing communications to be quick and reactive (avoiding complex approval processes); monitoring and evaluating little and often (so that communications are responsive, not assumptive – i.e. informed by *feedback* on what works and what doesn’t).

Recommended management methods include:

- ❖ **Establishing a communications working group** (chaired by the AONB), comprising personnel responsible for day-to-day communications activity on behalf of their own organisation.
- ❖ **Establishing a single point of contact** for external audiences wishing to contact the Scheme – including enquiries from the general public, press and external organisations.
- ❖ **Setting up a shared diary/calendar system** for scheduling events and activities – including and beyond those being funded by the Scheme (where relevant) – so that opportunities for promotion can be readily identified and acted upon in advance.
- ❖ **Setting up a shared social media platform**, such as Hootsuite<sup>7</sup>, enabling social messaging to be coordinated by partners via a single hub.
- ❖ **Creating and updating a pool of high quality content** for use by partners in promoting the Scheme (text, images, audio-video, branded templates, etc). See notes on ‘Pendle Hill Toolkit’ under 4.3 Channels.
- ❖ **Standardising the design/production of communication materials**, ensuring the communications working group (and notably the lead officer/AONB) is given final approval of all materials developed using the Scheme brand.

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<sup>7</sup> <https://hootsuite.com/>

## 8.11 Workshop Report

ORGANISATION	AUDIENCES	MESSAGES
<p><b>Marketing Lancashire (visit Lancashire)</b></p> <ul style="list-style-type: none"> <li>• Raise the profile to domestic and international markets (witches)</li> <li>• Encourage visitors and spend in the area</li> <li>• Hero asset with key themes – great outdoors and heritage</li> <li>• Linking the hill to a wider Lancashire stay – e.g. to Lancaster and Clitheroe</li> <li>• Working with businesses to improve/develop the visitor offer</li> </ul> <p>Success factor: Witches</p> <p>Evidence:</p> <ul style="list-style-type: none"> <li>• Web stats – page views and unique visits</li> <li>• Visitor surveys</li> <li>• STEAM research</li> <li>• E-newsletters</li> <li>• Anecdotal evidence: <ul style="list-style-type: none"> <li>◦ Visitors</li> <li>◦ Potential visitors</li> <li>◦ Tourism Officers</li> <li>◦ businesses</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>• Families – CD</li> <li>• Older Couples/groups – ABC1</li> <li>• Outdoor enthusiasts – Walkers/cyclists (ABC1)</li> <li>• 2-3-hour drive down</li> <li>• Day visits and short breaks, 2-3 nights</li> <li>• Heritage interest</li> <li>• Food &amp; drink</li> </ul>	<ul style="list-style-type: none"> <li>• Radical history – WWI objectors – voice socialism</li> <li>• Heritage revealed</li> <li>• Conserving the view</li> <li>• Songs/writing. Oral histories – old ways</li> <li>• The fringe of the hill</li> <li>• Magic/inspiration, independence</li> <li>• Speak to the universe</li> <li>• Health &amp; well-being</li> <li>• Clearing minds</li> <li>• Local history – Simon Entwistle stories</li> <li>• Exciting fun healthy activity</li> <li>• Quizzes P.S.T</li> <li>• Look after it (ours)</li> <li>• Turning a view into inspiration through experience</li> <li>• Preserve it for future generations</li> <li>• Unlocking imaginations</li> <li>• Take risks – education – YP – generation</li> <li>• Awakening</li> <li>• Doorstep pilgrimage</li> <li>• PR stunt to showcase Pendle</li> <li>• Learning a skill within the landscape</li> <li>• Strengthen the connection urban/rural</li> <li>• The bottom and the middle</li> </ul>
<p><b>Ribble Valley Borough Council (RVBC – Tom Pridmore)</b></p> <p>Pendle Hill is used as an iconic view and a place to experience in terms of recreation. Also a place of tourism business.</p> <p>Success factor: witches</p> <p>Evidence:</p>	<ul style="list-style-type: none"> <li>• People who come for non countryside recreation and have no interest in walking</li> <li>• People whose experience of the hill is as a view</li> <li>• They want to know more about the story, history, legends.</li> <li>• Walkers (countryside recreation). Not ramblers.</li> <li>• People who wish to experience the summit of Pendle but don't know how – i.e. not the keen ramblers, the more general visitors. Where to</li> </ul>	

<ul style="list-style-type: none"> <li>• Web stats</li> <li>• Social media insights</li> <li>• Income</li> </ul> <p>Anecdotal evidence</p>	<p>walk, where to park.</p>	<ul style="list-style-type: none"> <li>• Opportunity to learn new skills with inspiring people and a beautiful landscape</li> <li>• Schools dressing up</li> <li>• Landscape interpretation (waters, terrain, what's exactly there)</li> </ul>
<p><b>IN-SITU</b></p> <p>The hill is a part of life in Pendle. Annually we climb the hill (1<sup>st</sup> Sunday of January), it's the backdrop to Briarfield, Nelson (Colne), it feeds town with water. It's the countryside and the towns are towns. The towns have 35%</p> <p>Success factor:</p> <ol style="list-style-type: none"> <li>1. Conversation</li> <li>2. Picking people up and taking them</li> <li>3. Food</li> </ol> <p>Evidence:</p> <ul style="list-style-type: none"> <li>• Photos</li> <li>• Diary (reflection and anecdotes)</li> <li>• Numbers</li> <li>• Facebook and blogs</li> <li>• Vox pops</li> <li>• Return of people</li> <li>• Growing audiences</li> <li>• Long-term relationships</li> </ul> <p>Social media likes and views</p>	<p>The Procariate</p>	

<p><b>Pendle Council</b></p> <ul style="list-style-type: none"> <li>• Attract visitors to Pendle/Hill</li> <li>• Developing campaigns</li> <li>• Encourage the development of visitor infrastructure</li> <li>• Help develop and promote local businesses</li> <li>• Promote local events</li> <li>• Develop new visitor products</li> </ul> <p>Success factor: Major events (Pendle Walking Festival - PWF)</p> <p>Evidence:</p> <ul style="list-style-type: none"> <li>• STEAM</li> <li>• Lancs. visitor survey</li> <li>• Events based</li> <li>• Witches 2012</li> <li>• PWF (downloads 2000+)</li> <li>• T.O.B</li> <li>• Web stats/ downloads</li> </ul>	<ul style="list-style-type: none"> <li>• Mature walkers</li> <li>• Heritage seekers</li> <li>• Active holidaymakers</li> <li>• Outdoor families</li> </ul>	<ul style="list-style-type: none"> <li>• Iconic</li> <li>• Wild open space</li> <li>• Living landscape</li> <li>• Place to enjoy and keep special</li> <li>• (artists) you have to do it (the hill)</li> <li>• walking (x2)</li> <li>• Focus to draw strands together</li> <li>• Landscape rich in heritage</li> <li>• Special place for wildlife</li> <li>• Sustainability</li> <li>• Witches (x2)</li> </ul>
<p><b>Fourth Street Place Consultants</b></p> <p>Brief: To develop a Visitor Management Plan which seeks to identify</p> <ul style="list-style-type: none"> <li>• How the Pendle Hill LP area is currently accessed and enjoyed by different visitors</li> <li>• Advice on new opportunities for access and recreation and ways to relieve current pressures</li> </ul> <p>Success factor: quality</p>	<p>Stakeholders</p> <p>Engaged:</p> <ul style="list-style-type: none"> <li>• Current visitors</li> <li>• Farmers</li> <li>• Tourism businesses</li> <li>• Agencies: Mft – highways, AONB, councils</li> </ul> <p>Mht</p> <p>Non-engaged (no-interest):</p> <ul style="list-style-type: none"> <li>• Non-visiting residents</li> <li>• Unaware</li> <li>• Unable (access)</li> <li>• Unengaged business</li> </ul>	<ul style="list-style-type: none"> <li>• Inspiration</li> <li>• Spiritual</li> <li>• Area of Outstanding Natural Beauty</li> <li>• Distinctive shape and stands out in the landscape</li> <li>• Landmark</li> <li>• Fell runners</li> <li>• A place to escape</li> </ul>

## What's special about Pendle Hill?

### Activities:

- ❖ **Variety of outdoor opportunities**
- ❖ People's sides – their Pendle Hill
- ❖ The challenge of the walk/climb/run
- ❖ Paragliding
- ❖ Photographed a lot on walks/homes
- ❖ Challenge making it to the top
- ❖ Cycling (x2)
- ❖ Walking
- ❖ Unique place to run
- ❖ Hang/para gliding
- ❖ PWF (Pendle Walking Festival)
- ❖ 1612 arts
- ❖ Skiing

### Economy:

- ❖ Quality accommodation
- ❖ Location
- ❖ Beer
- ❖ Quality eateries
- ❖ Small tourism businesses
- ❖ Self-catering businesses

### Heritage:

- ❖ **Inspirational people**
- ❖ **Witches**
- ❖ Cotton
- ❖ Ritual (walks)
- ❖ Ancient monuments
- ❖ The hills link to the Lancashire witches
- ❖ Quakers
- ❖ Skills holiday (e.g. dry walling)
- ❖ The clarion – last one
- ❖ Radicals
- ❖ Witches, Quakers
- ❖ Mills

## Environment:

- ❖ ‘Moods’ of the weather
- ❖ Vistas from hill
- ❖ Birds
- ❖ Size, fantastic space with views
- ❖ Very visible hill
- ❖ Rain
- ❖ Views from the top
- ❖ 2 sides
- ❖ Farming common land
- ❖ Urban fringe
- ❖ Changing landscape/views
- ❖ Picnics/ducks
- ❖ High, wide, open flat space
- ❖ Estates
- ❖ Water
- ❖ Meeting people
- ❖ Witches
- ❖ Great outdoors

## 8.12 References

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