
CAIRNGORMS NATIONAL PARK AUTHORITY

FOR DECISION

**Title: COMMUNICATIONS AND ENGAGEMENT
PROGRAMME 2014**

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Purpose

1. During 2013 the profile of the Park has been raised as part of the *Year of Natural Scotland* and the Cairngorms National Park's 10th Anniversary. Taking a campaigns approach has proved to be successful and it is proposed that we build on these successes during 2014 by focusing our efforts on three campaigns alongside a targeted stakeholder engagement programme of events. The campaigns will support the Year of Homecoming themes particularly John Muir and the year of Natural Scotland, the launch of Cairngorms Nature, the success of last year's Cairngorms Bike Festival and will use the development of the Brand to encourage more people to promote and benefit from the Park and its special qualities.
2. These campaigns will raise the national profile of the park, will be delivered Park-wide and will be cross-cutting pieces of work supported across the organisation to provide a clear focus on fewer messages so we can make a bigger impact. This programme of work has been guided by the Communications and Engagement task of finish group chaired by Brian Wood and consisting of Gregor Hutcheon, Angela Douglas and Gregor Rimell.
3. This paper seeks Board approval for the proposed Communications and Engagement Programme 2014.

Strategic Context

4. This programme of work supports the National Park Partnership Plan long term outcome 3: *People enjoying the Park through outstanding visitor and learning experiences* - and specifically:
 - 3.8 More people will enjoy, learn about and help to conserve and enhance the Park;
 - 3.9 The expectations of visitors are met or exceeded;
 - 3.10 The Park's recreation opportunities have improved the health and enjoyment of residents and visitors.
5. This work also supports the Cairngorms National Park Authority's Corporate Plan: Programme 1: *Building the Cairngorms Brand and Visitor Experience*

- a) Strong partnerships with 'buy-in' to the brand and its values, reflected in widespread use of the brand

Programme 2: *Getting Involved*

- a) A clearly focused set of initiatives to enable people to feel connected to the Cairngorms National Park

Programme 3: *Developing Opportunities for Recreation*

- a) Good information on recreation opportunities, easily accessed by visitors and residents.

Recommendations

6. **That the Board:**
 - a) **Approve the proposed campaigns programme for 2014;**
 - b) **Approve the proposed Corporate Communications and Events Programme 2014; and**
 - c) **Note the progress report for 2013.**

Strategic Policy Considerations

7. In January 2012 a Communications and Engagement Strategy was approved by the Board which set out clear aims, themes, target audiences and an approach for implementation. Since then a programme of work has been delivered including a campaign run during 2013 to support the Year of Natural Scotland and promote the Cairngorms National Park's 10th Anniversary. (See Annex I for a summary report.)
8. The Communications and Engagement Strategy sets out 3 clear aims:
 - a) To increase awareness of the Park;
 - b) To increase a sense of 'closeness';
 - c) To create a sense of ownership and responsibility for the Park.In addition, we have a corporate objective to raise the profile of the Park Authority through a stakeholder engagement and events programme so our partners, influencers and supporters know what role we play and how we make a difference.
9. The agreed approach to delivering these aims is to:
 - a) Focus on a set of simplified messages;
 - b) Develop the Park brand and build up a team of park champions;
 - c) Run a campaign with a clear message and opportunities for people to get involved;
 - d) Put a targeted stakeholder engagement programme in place; and
 - e) Broaden our reach through traditional and online media.
10. Our core message about the Cairngorms National Park Authority is that it is a dynamic organisation that gets the right things done. It adds value by leveraging in extra funding, finding sustainable solutions to controversial issues and bringing people together to encourage collaborative working and best use of available resources. Our core values are to be open and inclusive, innovative, professional and to act with integrity at all times.

11. Our core message about the Park is that it is an outstanding place for nature, recreation, and a vibrant place to live and do business. The role of the CNPA is to provide leadership and co-ordinate the management of the Park to deliver:
- a) An outstanding place for people and nature;
 - b) Sustainable communities and business; and
 - c) People enjoying the Park.

Campaigns Programme 2014

12. To promote these messages we will run 3 campaigns which focus on what makes the Park special and how people can benefit from getting involved. These will be targeted at specific audiences; local businesses (including land managers), community leaders, rangers, teachers (and young people), residents and visitors. It is anticipated these campaigns will run for the next 3 years 2014-2017 (subject to future funding approval) so we can build and improve on them and establish a firm reputation for the Park as an outstanding place for nature, recreation and as a vibrant place to live and do business.

13. Overview of the 3 Communication Campaigns – Year 1 Focus

Campaign	Audience	Messages	Outcome
Make it Yours	Local business, communities and rangers	The Park delivers high quality, sustainable experiences that build customer loyalty	Business/communities promote the Park, deliver a better visitor/customer experience and benefit from the Park brand
Cairngorms Nature	Young people and families in Scotland and residents	An outstanding place for Nature <i>on your door step</i>	More visitors who engage with Cairngorms nature
Active Cairngorms	Young people and families in Scotland, residents, sports/cycling enthusiasts	CNP is a great place for cycling for people of all abilities	Visitors/residents are more active/cycle in the Park

‘Cairngorms National Park - Make it Yours’ Campaign

14. The ‘Make it Yours’ campaign aims to inspire people about the Park and help them benefit from promoting its special qualities. A range of support materials and events will encourage local residents and businesses to make the most of the Park brand and add value to their work by providing a better service or experience for their customers. A year round programme of work will build up knowledge and confidence in others to ‘talk up’ the Park and make best use of the Park brand. CBP will target local businesses particularly tourism related businesses while CNPA will target rangers, land managers and community leaders.

'Cairngorms Nature' Campaign

15. The Cairngorms National Park is a stronghold for British wildlife with habitats of exceptional size and quality. The Park's natural heritage is its greatest asset which makes a major contribution to the Scottish Government's National priorities. Building on the launch of Cairngorms Nature and the Year of Natural Scotland we will promote the Park as an outstanding place for nature and launch a 'Cairngorms Nature' campaign which invites people to get involved through 3 calls to action:
 - a) Sign up to 'Cairngorms Nature' and receive updates on progress and activities;
 - b) Help care for Cairngorms Nature through volunteering opportunities;
 - c) Donate through the 'Cairngorms Fund' to support specific projects.

16. The campaign will start from April 2014 linking in with the VisitScotland initiative 'Brilliant Moments' on your door step and SNH's John Muir Festival which supports the Year of Homecoming 2014. It will promote Cairngorms Nature beyond our boundaries with a focus on Edinburgh, Aberdeen, Inverness, Perth and Dundee as well as holding events within the Park throughout the year. There will be a particular focus on an 'open day' which offers people the chance to experience Cairngorms Nature with a ranger or activity provider free of charge across the Park with the specific aim of encouraging more people to visit and engage with nature.

17. The long term aim is to raise awareness and position the Park as an outstanding place for nature, build up a community of supporters and provide opportunities for people to get involved (newsletter, volunteering, specific actions, donations etc.). The campaign will be supported by a targeted media plan to ensure coverage appears on a regular basis in identified national broadcast and publications.

'Active Cairngorms' Campaign

18. Building on the Cycling Plan and Cairngorms Bike Festival 2013 this campaign will look to promote the Park as an outstanding place for cycling for all abilities and will look to develop the Bike Festival to include all 5 areas of the Park – Laggan, Glenmore, Glenlivet and Tomintoul, plus events in Aberdeenshire, Angus, Atholl and Glenshee. It will link in with the CBP's marketing activities which promote the Park as a family-friendly destination and with National Parks Week which encourages people to be active and visit National Parks. The Bike Festival also supports the Commonwealth Games 2014 and a joint event with Loch Lomond and the Trossachs National Park will raise our profile with people interested in sport, and cycling in particular.

19. **The Board are asked to approve the proposed campaigns for 2014.**

Corporate Communications and Events Programme

20. To promote the work of the Park Authority and build strong support for the Park through our partners and potential Park champions we will run a targeted stakeholder engagement and events programme. Board members will play an important role supporting this work alongside the senior management team. Some of this work will also be delivered jointly by both Scottish National Parks.

21. In addition, a strong focus will support the planning function and the planning service improvement plan. Corporate communications will also be delivered through an improved website and digital communications plan which includes regular targeted e-newsletters, blogs, social media campaigns and online forums, surveys and competitions. Social media opportunities allow us to deliver more targeted messages while also reaching a much larger audience as well as providing an easy and cost effective mechanism for active engagement. With the new digital communications officer in post we will focus on building up our social media presence so we can keep all interested parties well informed and involved with the work of the Park.
22. **The Board are asked to approve the proposed corporate communications and events programme for 2014.**

Strategic Risk Management

23. The Strategic Risk Register identifies 2 risks which directly relate to this area of work:

Strategic Risk	Comment
CNPA fails to have enough external support to weather bad news stories and events in media become a distraction	The Comms and Engagement Plan for 2014 looks to get on the front foot and provide a range of positive campaigns about the National Park and the corporate comms and events programme will also ensure the role of the NPA is understood.
The role of the NP and importance of it is not recognised by young people despite engagement in various CNP(A) led initiatives	The Campaigns are focussed in the main on the family market. Young people will be a target of the approach as part of this.

Implications

Financial and Staffing Implications

24. This programme of work requires Board and staff input from across the organisation. The costs associated with this work can be undertaken within existing budgets subject to 2014/15 budget approval. By focusing on specific campaigns and doing fewer more targeted activities we will have a greater impact and deliver more for our expenditure and efforts.

Presentational Implications

25. The programme focuses on promoting the Park as an outstanding place for nature and recreation, cycling in particular. There is a risk we may be criticised for neglecting other special qualities of the Park. To mitigate this risk we will ensure marketing activities delivered by CBP include promotion of the cultural and ancestral heritage, food and drink and other activities such as winter sports, walking and golf.

Implications for Stakeholders

26. The success of this programme of work is dependent on gaining the support from key partners, local businesses and communities. It will focus on raising the profile of the Park with a public facing audience. Our corporate communications work will

target key stakeholders and influencers with a focus on the Park Authority and its contribution towards delivering Scottish Government outcomes.

Next Steps

27. If approved we will:
- a) Work with key partners to identify ways they can support these campaigns;
 - b) Prepare detailed action plans for each campaign;
 - c) Prepare a detailed stakeholder engagement programme;
 - d) Review our digital communications strategy and implement recommendations;
 - e) Prepare an annual report on progress.

Success Measures

28. To monitor what impact this programme of work is delivering we will use a number of key indicators and produce a report on an annual basis for Board and staff:
- a) Visitor Survey results (comparable with LLTTNPA)
 - b) Local Business attitudes via the Business Barometer (quarterly)
 - c) MSP attitudes (comparable with LLTTNPA and other organisations)
 - d) Media coverage (comparable with LLTTNPA)
 - e) Website and social media statistics (comparable with LLTTNPA)
 - f) Campaign specific indicators (e.g. number of people volunteering)

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Supporting Information

Annex I – Report on Progress 2013