

# Communications Strategy template

## 7<sup>th</sup> Annual Report – 2008 v1

Before completing this form please see the Communications Strategy section of the ESRC's Communication Toolkit. The Step by Step guide within this section should be used for reference. The guide covers all the elements necessary for pulling together your strategy such as: setting objectives, agreeing principles, developing messages and branding, prioritising audiences, choosing channels, planning activities, estimating time, estimating budget, evaluating success

### 1. Objectives of the Project

A very short summary/statement of the programme/centre.

You do not need to restate the full objectives of the research itself. It is important to remember that we are already aware of these. This should be the publicity 'pitch' for the research – concise, clear, engaging and user friendly.

In recognition of its important wildlife, the Wash and North Norfolk Coast has been designated a European Marine Site (under EU and UK law) to help protect the biodiversity that makes the area so special.

This designation places new and stronger responsibilities on public authorities and agencies, working closely with user/advisory groups and other stakeholders in partnership, to promote sustainable use of a living, working coast.

### 2. Communications Objectives, Principles and Key Messages

A clear detailed statement of the objectives in communicating, the principles underpinning this strategy and your key messages. These should be aligned with the objectives of the programme/centre.

#### Through implementation of the management scheme:

Promote the conservation objectives and associated obligations

Identify and inform partners and stakeholders

Agree and progress management measures and actions

Assess and interpret progress and results

Agree and modify the management scheme, management measures and actions as appropriate

#### Ensuring:

the importance of site is understood by those directly involved and others

those involved are aware of their obligations to the site, scheme and partnership

the partnership meets regularly

actions are progressed, regularly updated and reported on

public awareness is raised and visitor good practice is encouraged

the project profile is raised in public domain

#### Facilitation:

Achieve the above by encouraging effective liaison and appropriate admin of the partnership, reporting format and programme, alongside the development of publicity products/vehicles, promotion, education, and co-operative and complimentary working

with other projects

Means:

PM will co-ordinate implementation through and between partnership, stakeholders and other projects, provide secretariat supported by lead authority for progression of management actions, reporting and updating, co-ordinate actions which are responsibility of various authorities, and actions of no obvious authority. PM to facilitate work of advisory groups as focal point between them and authorities and generate products for successful implementation of actions and scheme etc., undertake co-ordination with other related projects, developing and exploiting publicity events and promotional opportunities.

### 3. Key Contacts/Stakeholders

Who are you communicating with – a detailed description of your key audience and user groups. What are your

Priorities? Include what they already may know about you – people, research, subject What do you think they should know? And do break down the users into sub categories and add contacts already made.

- Full Management Board (FMB)** - officer representing authorities and agencies, members, principals, chairs of AGs, CRH & officers of related local projects (see [www.esfjc.co.uk/ems.htm](http://www.esfjc.co.uk/ems.htm) Information Leaflet)
- Full Management Group (FMG)** - as above excluding elected members
- Core Management Group (CMG)** - executive grouping of the above
- Advisory Groups (AG)** - representatives of various recreational groups, commercial interests e.g. fishermen, boat operators, farmers, etc. landowners, NGOs, site managers, relevant authority representatives, common right holders, wildfowling, volunteer wardens, police wildlife liaison officers, other interested parties, etc.
- Individual interests in FMB/F and CMGs** - e.g. relevant authorities, AG chairs, CRH, etc.
- Individual interests in AGs** - e.g. tourism operators, divers, sailors, NGOs, etc.
- Other local projects** - e.g. North Norfolk Coast AONB and WESG
- Other national projects** - e.g. national SAC, SPA, EMS projects,
- Other related groups** - e.g. Waterbird Study Group, NT Blakeney Area AG, NNDC Coastal Issues Forum, EA SMP CSGs, ELDC Local Strategic Partnership, RAF Range Conservation Groups, MCA Local Coast and Rivers Safety Group, leisure users groups, WESG Access and Interpretation Group, Scientific specialists, etc.
- Education Centres** - e.g. Holt Hall Field Study Centre, Wells Field Study Centre, Green Quay, Freiston Centre for Environmental Education, Wash Study Centre Gibraltar Point, etc.
- General public** - e.g. visitors, locals, families, students, study groups, etc.
- Media** e.g. local radio, TV & newspapers, local & national newsletters, magazines, etc.

Legend :-

**Red** = high priority focus in day to day implementation of management scheme

Blue = high priority in raising awareness, education, data gathering etc

| 4 Target Contacts/Stakeholders Ranked   | Preferred/Appropriate Channel of Communication  |
|---|---|
| How are you going to communicate, what is the most appropriate channel – a newsletter, a large conference, networking lunch, workshop, an evening reception, email alerts, press release, website, promotional literature, regional seminars? |   |
| You will probably have several channels that are appropriate  |   |
| <u>See Section 3 above</u>  | <u>Red group</u>  |
|   | Variously meetings, hard copy notes, letters, email, posting on the web and telephone |
| <u>ditto</u>  | Meetings min FMB/FMG/CMG/3AGs x 2 each  |
|   | <u>Blue Group</u>   |
|   | Variously meetings, email, posting on the web and telephone                           |
|   |   |
|   |   |

### 5. Achieving Your Objectives – Working Communication Plan

Full details of all the relevant communications activities developed into a working project plan with deadlines and responsibilities. Remember to include key milestones and review dates, think carefully about cost, include staff and consultants, also how will you evaluate success? Below are some suggested groupings, the table is led by activity but you may well want to have one for each year of activity.

Communications plans are living documents and will need regular reviewing and updating.

| Resource/<br>Funding<br>Comms              | Resource/s  | Available   | Source         |  |
|--|---|---|----------------|--|
| <u>Annual allocation in project budget</u> | Project manager to generate and co-ordinate liaison, utilising expertise within partnership | Part of '05-'08 allocation of £3,500 to cover publicity, printing, stationery and postage project | Project budget |  |

|   |   |   |   |  |
|---|---|---|---|--|
|   | organisations where possible  | wide  |   |  |
| <b>5.1</b><br><b>Internal/ext comm type</b>                           | <b>Detail</b>   | <b>Deadline/ Timeframe</b>  | <b>Success Criteria</b>   | <b>Success Evaluation</b>  |
| <u>5.1.1</u><br><u>FMB/FMG/CMG meetings</u>                           | Regular venue established<br>Meeting regime set up in 2002/2003   | As MOA Schematic agreed in 2003<br>Meetings arranged by project manager   | Meeting held/ notes published/ actions completed (Refer to monthly updates)           | Achieved on target with 1x FMG only applying "as required" Schematic criterion |
| <u>5.1.2</u><br><u>AG meetings</u>                                    | Regular venues established by groups<br>Alternative venue for tri AG meetings or one off meetings set as required | 3 groups, each one meeting 2-3 times per year<br>Arranged by AG Chairs<br>Feedback to and from Man Groups via project manager | ditto   | Achieved on target<br>3x BAG<br>2x KL&WNA<br>G<br>2x NNCAG                     |
| <u>5.1.3</u><br><u>All red group liaison</u><br><u>See Section 3</u>  | Meetings at various venues to suit requirement  | Min two per group per year<br>Arranged by group chair or project manager as appropriate                                       | ditto<br>(N.B. notes not always published, but recorded in project manager's daybook) | Achieved on target   |
| <u>5.1.4</u><br><u>All blue group liaison</u><br><u>See Section 3</u> | ditto   | ditto   | ditto   | Achieved on target   |
| <b>5.2</b><br><b>Media type</b>                                       |   |   |   |  |
| <u>5.2.1</u><br><u>Newspapers, Magazines,</u>                         | Approach direct,  | Opportunistic when  | Opportunities taken   | EDP,<br>The Times,   |

|  |  |   |              |   |
|--|--|---|--------------|---|
| <u>Newsletters, etc.</u>                     | or use specialist services of partner organisations, and/or piggy back their publicity programme | something to say<br>e.g. Annual report or Fisheries Policies published, etc |              | QE Hosp KL info leaflet, Nfk Coast Guardian, NCP Community Publication, Local papers re Wash DVD, Univ Cambs International Summer School publications                           |
| <u>5.2.2</u><br><u>TV/Film</u>               | ditto  | ditto   | ditto        | Wash DVD (Green Quay)   |
| <u>5.2.3</u><br><u>Radio</u>                 | ditto  | ditto   | ditto        | BBC Radio 4, BBC Radio Norfolk and Lincs  |
| <b>5.3 Publicity material and “vehicles”</b> |  |   |              |   |
| <u>5.3.1</u><br><u>Management Scheme</u>     | 1 <sup>st</sup> edition launched January 2002  | Review of 1 <sup>st</sup> edition deferred from 2004-2005 and pending       | Publication. | Review taken to rough cut draft stage and halted 2007 pending delivery of conservation objectives, condition assessment, now delivered, and review of project focus now pending |
| <u>5.3.2</u><br><u>Website (describing</u>   | Initial version launched Sept  | Partial review at nominal cost  | Updating     | Updating undertaken &   |

| project and project objectives)   | 2003 Produced in house at ESFJC max cost lol £500  | by FMB annual meeting Dec 2004.   |                                     | additions made for briefing material since  |
|---|--|---|-------------------------------------|---|
| <p><u>5.3.3</u><br/><u>Good Practice Guide</u></p>  | <p>Launched April/May 2004<br/>Cost (£5.5k) subsidised by CE Marine S Fund</p>                                       | <p>Effectiveness reviewed 2005 and 2007. Digital V2 on website 2007. 50k hardcopies V2 printed 2008 at cost of £3k</p>                          | <p>Uptake and feedback</p>          | <p>Regular distribution at events and other liaison situations</p>  |
| <p><u>5.3.4</u><br/><u>Associated Project Display material</u></p>  | <p>June 2004<br/>3 No: 900 x 600 display boards funded from project resources<br/>Cost £550</p>                      | <p>2006<br/>4th 900 x 600 board added, plus a set of duplicate posters (cost £357.50) to complement 4<sup>th</sup> Annual Report leaflet</p>    | <p>Use and feedback</p>             | <p>Displays available at 10 events and/or locations</p>   |
| <p><u>5.3.5</u><br/><u>Annual Report</u> (incorporating annual action plan review)<br/><br/>Including 4<sup>th</sup> Annual Report leaflet as @ Dec 2005 summarising progress over 3 +years, cost approx £2,400 for 15,000 copies</p> | <p>First published Jan 2004 as at December 2003<br/>Funded through project resources, produced in house at ESFJC</p> | <p>Published following each FMB annual meeting (usually January after Dec meeting) by project manager.<br/>6 mth update in year at June FMB</p> | <p>Publication and promulgation</p> | <p>Parties advised and definitive Annual Report on website<br/><br/>4<sup>th</sup> Annual Report leaflet hard copies used up. Digital version on website.<br/><br/>New info leaflet/7<sup>th</sup> Ann Report leaflet developed for Event, to go on website</p> |

| 5.4 Events           |  | Target   |            |   |
|----------------------|--|--|------------|---|
| <u>Presentations</u> |  | Min 2 in year<br>but per<br>demand and<br>opportunities<br>subject to<br>resource<br>availability. | Completion | 9<br>including<br>SAFMAMS,<br>U3A<br>Holbeach,<br>PWP<br>Huns'ton,<br>Cambridge<br>Uni<br>International<br>Summer Schl,<br>Gosberton Env<br>weekend,<br>MoD EST<br>Yorks,<br>Wash Week<br>SHIDB,<br>Wash Week<br>Green Quay<br>(by ESFJC),<br>NE Regional<br>Conference<br>Green Quay |

|                                  |   |  |  |   |
|----------------------------------|---|--|--|---|
| <u>Displays &amp;/or liaison</u> |   | Min 2 in year, plus road-show to publicise consultation draft of 2 <sup>nd</sup> edition Management Scheme Facilitated by project manager through various stakeholders | ditto  | 2 <sup>nd</sup> edition Man Scheme deferred but road-show approach pursued through presentations above and sharing/loan of displays: Long Sutton, Huns'ton, Gosberton, Holt Hall, EA events Blakeney, Wells and Huns'ton and Wash Wide Conference |
| <b>5.5 Electronic comms</b>      | <b>Detail</b>   | <b>Deadline/ Timeframe</b>   |  |   |
| <u>Routine project business</u>  | Mostly conducted by email, either formally or informally, depending on whether reporting on, or convening FMB/G/CMG meetings, or dealing with one off issues person to person | All project documentation (e.g. meeting notes, agendas, presentations, annual report details etc.) is stored digitally on project manager's hard drive as completed    | Data sets saved to project manager's digital folders | Achieved on target  |

|                          |   |   |              |                    |
|--------------------------|---|---|--------------|--------------------|
| <u>Project publicity</u> | Website also used to carry detailed documentation re project business for cost effective distribution | Attached as need arises in order to circulate bulk information around wide stakeholder-ship | Promulgation | Achieved on target |
|--------------------------|---|---|--------------|--------------------|

## 6. Evaluating Success

By comparison of Success Criteria against Deadline/Timeframe)  
Refer to headings above and Project Manager's Monthly Updates:

### See 5.1 above

- 5.1.1 Management meetings - 2xFMB, 1xFMG, 4xCMG + email conferencing.
- 5.1.2 Advisory Group meetings – x7.
- 5.1.3 Variety of liaison with other stakeholders and forums (new and old) e.g. WSG, Scientific forum, individual specialists, etc

### See 5.2 above

- 5.2.1 Newspapers and magazines – EDP, The Times, QE Hosp KL info leaflet, Nfk Coast Guardian, NCP Community Publication, Local papers re Wash DVD, University of Cambs International Summer School publications
- 5.2.2 TV/Film – The Wash DVD (Green Quay)
- 5.2.3 Radio – BBC Radio 4, BBC Radio Norfolk, BBC Radio Lincolnshire

### See 5.3 above

- 5.3.1 Management Scheme review programme on hold pending review of project focus
- 5.3.2 Website used to good effect for storing consultation and reference material
- 5.3.3 V2 good Practice Guide printed and in circulation circulated 2008.
- 5.3.4 Various good opportunities taken for use of displays and publicity as at 5.4 with sister projects and others.
- 5.3.5 All reporting on target.

### See 5.4 above

- 5.4 Project represented at min 17 events/conferences (of which 9 included project presentations)

### See 5.5 above

- 5.5 Routine business, storage and dissemination of information carried out on target.

## 6.0 Summary:

- 5.1, on target 5.2, on target, 5.3.1 below target, remainder of 5.3 well on target
- 5.4, well on target(subject only to 5.3.1) and 5.5, well on target.

## ADDENDUM

### Co-ordinated approach with NCP and WES Projects:

Developed in association with WES and NCP Project Officers January/February 2004

**N.B. This approach is subject to revision following completion of Tri Project Report and implementation of recommendations for 2009 and beyond.**

**Aim:** primarily to raise profile of scheme by getting basic information across to the general public, but also to update on progress.

**Approach:** to do so in a complimentary, co-operative manner, with a common consistent message and method, where the three projects overlap.

#### Objectives:

**Long term:** working with partner network, to develop on-site interpretation, linked with formal education resources and facilities.

**Long/medium term:** to look for major one off opportunities in respective work programmes for mutual benefit and/or to go it alone, utilising partner network as appropriate.

**Medium/short term:** to exploit mutual or singular opportunities for media coverage, press releases, events/shows, newsletters, etc.

#### Method:

Project officers to get together towards the end of each calendar year to review individual events that are likely to come to fruition in the following year, set an outline plan for the year, review and work up opportunities identified as time passes.

No EMS conference unless circumstances dictate. Annual meeting can achieve similar ends and there would be overlap/overkill with other projects doing likewise.

No news letter. Would be duplicating effort of other projects and partner authorities' own vehicles.