



Preparing a detailed project plan for CQuEL

Work package 3: Communications
Final Report

May 2010

Supported by:



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Preface

CQuEL, Character and Quality of England's Landscapes, is Natural England's principal integrated monitoring project. CQuEL will provide place-based evidence about the character and function of landscapes and the provision and quality of selected ecosystem services delivered by England's natural environment.

CQuEL will provide an enhanced and up-to-date understanding of Natural England's contribution to enhancing and improving the condition of the natural environment. CQuEL will also provide evidence to key strategic partners, particularly Defra. Defra has been a funding partner of the project planning stage.

The work to prepare the CQuEL project plan has been carried out by a consortium comprising Countryside, Fabis Consulting and Land Use Consultants. The work has been guided by a Project Board at Natural England. The findings have been informed by Expert Panel workshops and the project team gratefully acknowledge the input of stakeholders at the workshops.

List of reports

Summary Report

Work package 1: Methodological Review

Work package 2: Which Ecosystem Services?

Work package 3: Communications

Work package 4: Sources of Data

Work package 5: Links to Natural England's Land Use Strategy and Vision 2060

Work package 6: Project Plan

Recommendations

Key recommendations are shown in bold with a grey highlight. Each recommendation is referenced with a code to identify the Work Package and recommendation number, for example the second recommendation of Work Package 1 is referenced **[R1.2]**.

Executive Summary

The purpose of the communications strategy is to provide a framework and direction for communicating with the project's key audiences.

The aims of the strategy are to:

- **Establish a distinct identity for the CQuEL project:** aiming to distinguish it from other activities within the Natural England portfolio.
- **Clearly define the target audiences of the project:** identifying and categorising the people and organisations with which the project needs to communicate.
- **Clearly define the key messages of the project:** setting out its core purpose, outcomes and benefits – and presenting this information in a format (or level of detail) appropriate to each audience.
- **Clearly define the most appropriate communication channels:** identifying the ways in which the project's key messages will reach target audiences and elicit responses.
- **Develop an action plan to guide the delivery of CQuEL communications:** setting out key tasks and milestones; clarifying what needs doing when and by whom.

The communications strategy contains the following chapters:

- **Introduction:** a brief summary of CQuEL and its objectives, together with a summary of communications aims.
- **Perceptions:** an outline of current perceptions and aspirations of the CQuEL project, to be completed in discussion with NE and key stakeholders.
- **Communications Vision:** setting out key aspirations and milestones for monitoring the delivery of communications.
- **Communications Objectives:** clarifying what the strategy seeks to achieve in terms of the project's image and identity, promotions and publicity, consultation, teamwork and partnership.
- **Communications Protocols:** guidance on managing communications activity (to be agreed with NE communications personnel).
- **Key Messages:** a breakdown of the project's key messages (i.e. what we want to say about it), including a core message and 'targeted messages' appropriate to public and professional audiences.
- **Issues and Opportunities:** events and developments beyond the remit of CQuEL, which may impact on the project and present either challenges or opportunities for communications.
- **Branding:** notes on managing the CQuEL 'brand' as part of Natural's England existing portfolio.

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- **Key Audiences:** a breakdown of the various people and organisations with which the project will communicate, including individual, collective and thematic audiences (the latter based on the thematic work areas currently used by Natural England to categorise its own stakeholders).
- **Communication Channels:** making links between the various communication channels available to the CQuEL project and the audience(s) that each channel has the potential to reach.
- **Evaluation:** setting out the means by which external communications will be monitored and evaluated (*not included in current draft*).
- **Workplan:** a schedule for the delivery of communications activity throughout the course of the project (*not included in current draft*).

We have made the following recommendations for communication:

Links to Natural England communications

It will be crucial for the communications consultant have a strong relationship with the NE press and publicity office during the course of the project (particularly regarding the design/production of communication and consultation materials, and the EDLP launch event in 2011) [R3.1].

Relationship to Countryside Quality Counts

Although CQuEL is an evolution of the former CQC project, it is recommended that CQuEL be treated as a new initiative for Natural England in terms of communications [R3.2]. It cannot be assumed that audiences will be familiar with the project and its objectives. Hence, the core message of CQuEL needs to focus on clarifying the purpose of the project and its benefits, rather than focussing on the methodology *per se*.

Messages for public and professional audiences

It will be necessary to develop separate methods of engaging and communicating with the general public and professional audiences (there is risk of the project appearing ‘too scientific’ and inaccessible to public, which will require careful management) [R3.3].

International interest

There is good potential to publicise and promote the project internationally, as well as nationally. We recommend that opportunities to promote the project internationally should be taken [R3.4].

Production of a consultation plan

We recommend that a separate Consultation Plan should be developed to specify and inform the consultation process [R3.5].

Introduction

This document provides a draft strategy for managing the communications activity of the CQuEL project (Condition and Quality of England's Landscapes). Its overall purpose is to provide a framework and direction for communicating with the project's key audiences.

Please note that a separate 'Consultation Plan' will be developed to guide the CQuEL consultation and engagement process.

Overview of CQuEL

The CQuEL project has been proposed by Natural England as a means of assessing the character and quality (or 'form and function') of England's landscapes. The project seeks to develop a better understanding of the ways different landscapes are changing and the ecosystem services they provide.

The objective of the CQuEL project is to provide 'place-based' evidence about:

- The character and function of landscapes; and
- The provision and quality of selected ecosystem services delivered by England's natural environment.

In particular, the project aims to:

- Support Natural England's strategic monitoring activities needed to assess the successes of its policy interventions, including its responsibilities under the European Landscape Convention (ELC) in the UK.
- Be consistent with and support the work of Natural England in relation to developing future scenarios and visions for England's natural environment in the medium (2020) and long term (2060).

The CQuEL project continues and builds upon work carried out by the Countryside Quality Counts (CQC) project, which was undertaken by Natural England (formerly the Countryside Agency) in **DATES**. For information about CQC, visit the archived website at **ADDRESS**.

What is landscape?

The CQuEL project is based around the concept of 'landscape'. The European Landscape Convention (ELC) defines landscape as being: *"an area, as perceived by people, whose character [and function] is the result of the action and interaction of natural and/or human factors"*.

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In terms of its implementation in the English context, landscape is seen as a “meeting ground between past, present and future as well as between natural and cultural influences. It has both a physical and an emotional presence and sets a context for people’s lives”.

The focus of this definition is to present landscape as being an integrating framework. Stressing the interaction of natural and human factors is also consistent with ideas emerging in the new ecosystem services approach, which argues that for something to be regarded as an ecosystem service it must be able to identify a beneficiary (or ‘user’). Moreover, by stressing the importance of all landscapes, the ELC sees it as a framework that is generally applicable.

It should be noted that there is a close relationship between the work undertaken through CQuEL and the development and monitoring of landscape quality objectives that are needed to support implementation of the ELC. The formulation of landscape objectives for each National Character Area (NCA) is an important goal for Natural England. These landscape quality objectives will ultimately be assessed and monitored as part of the CQuEL project.

For more information about landscape and the ELC, visit www.landscapecharacter.org.uk

What are ecosystem services?

‘Ecosystem services’ is the collective name for the many beneficial resources and processes that are provided by natural ecosystems. For example: clean drinking water, fertile soils, the decomposition of wastes, carbon storage and to some extent, recreation and tourism.

CQuEL aims to establish a strong link between ecosystem services and landscape character, and to extend this analysis down to a much finer geographical scale (i.e. beyond the NCA framework) – one that people might better understand at the local level, such as major catchments, administrative regions or more generic types of landscape such as the ‘uplands’ or ‘coastal landscapes’.

What is the scope of the assessment?

The geographical scope of the CQuEL project includes:

Rural and urban areas in England, including urban green space (and the service it provides), peri-urban areas and their relationship with the main centres of population.

Those aspects of the English **marine and coastal environment** that are directly or indirectly affected by terrestrial activity.

What is the timescale for delivery?

2010: preliminary assessment of trends in ecosystem services using existing NEA and CQC data.

2011: consultation with the general public; assessment of future landscape and ecosystem service trends for NCAs as part of the 'Vision 2060' exercise.

2012: consultation with professional audiences; update of the CQC landscape indicator; updated review of landscape and ecosystem service trends by NCA; results published mid-2012.

Aims of the communications strategy

The aims of the communications strategy are to:

Establish a distinct identity for the CQuEL project: aiming to distinguish it from other activities within the Natural England portfolio.

Clearly define the key messages of the project: setting out its core purpose, outcomes, benefits and so on.

Clearly define the target audiences of the project: identifying and categorising the people and organisations with which the project needs to communicate.

Clearly define the most appropriate communication channels: identifying and categorising the ways in which the project's key messages should be communicated to target audiences.

Develop an action plan to guide the delivery of CQuEL communications: setting out what needs doing when and by whom.

It is recommended that the strategy be reviewed and updated bi-annually during the course of the project.

Please note that although it is the role of communications personnel to develop and drive the strategy, successful implementation is in the hands of all members of the CQuEL team. Communications cannot change perceptions in isolation – this means that there is an important role for everyone involved in promoting the project to wider audiences.

Communications Vision

The overall vision of the communications strategy is:

To support and enhance the activities of the CQuEL project through effective communications - raising awareness of the project's purpose, methodology, applications and benefits among relevant target audiences.

Where do we want to be?

2010/11

Embedding the communications strategy within wider project activity, ensuring ongoing clarity and consistency in all external communications (i.e. communication with organisations outside of the immediate project team).

Establishing a strong and positive image of CQuEL – including a clearly defined purpose and identity – among both public and professional audiences.

Raising the profile of CQuEL through effective media relations – securing publicity in regional and national titles, including magazines, journals, newsletters and electronic media.

Ensuring all relevant stakeholders are kept informed about the project through access to regularly updated information.

2011/12

Undertaking successful consultation with the general public – highlighting the relevance of landscape character, function and ecosystem services to people's quality of life.

Promoting CQuEL internally (i.e. within Natural England and key stakeholder organisations), focusing on its role as Natural England's definitive landscape monitoring programme.

2012

Undertaking successful consultation with professional audiences – highlighting the importance of contributing to the project and the potential applications/benefits of its outcomes.

Delivering accurate and clearly presented results at different levels of detail, with relevance to different target audiences (i.e. what do the results mean for the general public, policymakers, landscape professionals and so on?).

Publicising the outcomes of the project among all audiences.

Promoting the project to wider audiences (i.e. those beyond the consultation, incl. overseas), focussing on portraying CQuEL as an exemplar of 'best practice' in monitoring change in the character and function of landscapes.

Establishing links with the education sector to encourage adoption of CQuEL as a framework for local studies.

Developing means to ensure ongoing communication with key audiences, aiming to foster continued and proactive interest in the project among core users.

Communications Objectives

The objectives of the communications strategy are as follows:

Image and identity

Establish a clear and distinct identity for the CQuEL project (i.e. clarifying it's purpose and benefits).

Develop protocols to ensure that communication with external audiences (i.e. organisations outside of the immediate project team) is accurate, consistent and conveys the project's key messages.

Ensure all communications guidance and materials are readily accessible to all members of the project team and relevant stakeholders.

Promotion and publicity

Ensure co-ordinated promotion of the project to clearly defined target audiences (focussing on practical aspects, such as its methodology, applications and benefits).

Maintain proactive media relations activity to raise the profile of CQuEL (including national press, trade press, professional journals/newsletters and partners' own internal communications).

Promote the success and achievements of the CQuEL project among sponsors/partners, the user group and the wider professional community.

Consultation

Successfully engage with both public and professional audiences.

Clearly demonstrate the practical benefits of the project – as well as the benefits of taking part in the consultation - so as to help enthuse and motivate the user community.

Proactively target a national sample of consultees - in sufficient quantity and from a broad range of backgrounds - so as to ensure the consultation is robust and meaningful.

Ensure the consultation process is widely accessible and simple to partake in, using an innovative and cost-effective web-based system.

Provide tangible incentives to partake in the consultation process (answering the question: *what does this mean for me?*).

Teamwork and partnership

Establish simple and effective means of coordinating communication between the project contractors, Natural England and key stakeholders – aiming to ensure all parties are kept fully informed during the course of the project.

Demonstrate the added value and political benefits gained through effective partnership working.

Encourage involvement from new partners and wider participation among existing stakeholders.

Communications Protocols

The following draft protocols apply to all communications undertaken by the CQuEL project team.

1.The lead communications officer (or consultant) must be involved in all external communications regarding the project – i.e. communication with organisations outside of the immediate project team. This is particularly important when:

Designing, producing and/or distributing communication materials (it is the role of the communications officer to liaise with the lead project officer and where necessary, obtain approval and/or sign-off of materials). For example: CQuEL publications, website development, external publications regarding the project.

Liaising with the media.

Publicising the project via external communication channels, such as 3rd party publications and websites.

Proposing changes to the project's key messages.

2. There must be consistency in the themes, messages, tone and style of all external communications. In particular:

All external communications must reflect the project's identity and key messages.

All communication materials developed/issued by stakeholders regarding the project must include correct display of the CQuEL logo.

3. All external communications must be honest, succinct, accurate and approved by Natural England. Clear and plain English must be used wherever possible.

4. CQuEL team members, sponsors/partners and key stakeholders must be informed of project news and updates first, or simultaneously with external audiences. They should not be surprised by what they hear about the project from other sources – eg. the media, external organisations.

Key Messages

Please note: the messages outlined in this section are draft only and do not as yet represent final messages to be communicated (which will need to be written as plainly and concisely as possible).

Core message

Although CQuEL is an evolution of the former CQC project, it is recommended that CQuEL be treated as a new initiative for Natural England in terms of communications (i.e. it cannot be assumed that audiences will be familiar with CQuEL and its objectives).

Hence, the core message of CQuEL needs to focus on clarifying the core purpose of the project, which is **to provide 'place-based' evidence about:**

the character and function of landscapes; and

the provision and quality of selected ecosystem services delivered by England's natural environment.

This core message is derived from the key drivers of CQuEL, namely:

There is a need for good information about the state of the countryside and how it is changing - this is important because it is increasingly recognised that public policy should be based upon sound evidence (DETR 2000 Rural White Paper: Our Countryside - The Future).

There is a great deal of information about rural areas, but we lack any integrated measures that tell us how the countryside as a whole is doing – it is envisaged that such indicators should be more holistic in concept than existing measures, and should include issues such as biodiversity, tranquillity, heritage, landscape character and ecosystem services.

CQC (the forerunning to CQuEL) was designed to take forward the Government's commitment for an indicator of change in the countryside – the CQuEL project is continuing and expanding upon this work.

Targeted messages

A range of targeted messages will be developed to communicate the benefits of the project in relation to key audiences. In general terms, the targeted messages will be divided into those appropriate to the general public and those more suited to professional audiences and stakeholders. A range of draft messages is outlined below for consideration.

Messages for professional audiences

Promoting the CQuEL project 'internally' – i.e. among Natural England and its stakeholders - is crucial to the projects ongoing success. The aim of internal promotion is to raise awareness of/support for the project and to establish its role as a 'flagship' framework for monitoring landscape change. The aim is also to provide clear messages to stakeholders, which can in turn be embedded in their own communications and passed on to wider audiences.

Draft messages for consideration include (in no particular order):

CQuEL is a major new initiative for Natural England; it will provide a framework for ongoing landscape monitoring, consultation and delivery; it has potential to be a world-leader in this regard.

It provides a framework for integrating or 'unifying' different perspectives on landscape (cultural, ecological, economic, etc).

It includes rural *and* urban areas. CQuEL will help to build understanding of the dependence of urban areas on ecosystem services from surrounding landscapes.

It provides evidence at different levels of scale, from NCAs to administrative boundaries and individual 'places'; bridging the scale between local and national work, helping people to locate themselves within the "big picture".

It deals with the concept of 'place', which is easy for all stakeholders to engage with (particularly the general public and stakeholders with an urban focus).

It provides a robust and socially-grounded context for decision-making, drawing upon the local knowledge and understanding of both public and professional audiences in determining *whether change matters or not*.

It reinforces the importance of landscape and place in contributing to people's quality of life.

Messages for public audiences

Messages for public audiences will need to be much simpler and more socially or personally relevant than those developed for professional audiences. In essence, such messages will need to clearly convey a) what the project is about; b) how people can get involved; and c) how it will affect and ultimately benefit their quality of life.

Draft messages for consideration include (in no particular order):

CQuEL is all about understanding 1) how landscapes are changing; 2) how they are used and valued by local people; and 3) whether change matters or not.

The project is placing great value on the views of local people; this is an opportunity to make your views heard on how your landscape is changing and why this matters to you.

The outcomes of the project will be used to improve how landscapes are managed; it is a major initiative that will influence Government policy and set priorities for the future.

Issues And Opportunities

There are a number of issues and opportunities facing the CQuEL project over the next three years. It is important to consider the implications of these with regard to the communications strategy – for example, some issues may have a direct influence on the way the CQuEL team operates, others may present opportunities for publicity and promotion. The following have been identified as relevant at this stage and will be expanded in further drafts (listed in no particular order):

European Landscape Convention (ELC): CQuEL will be assessing and monitoring landscape quality objectives (developed separately) in line with the requirements of the Convention, which aims “to promote landscape protection, management and planning” across Europe.

National Ecosystem Assessment (NEA): CQuEL will add significant value to the NEA evidence base, establishing a strong link between ecosystem services and landscape character. It will also extend the analysis down to a much finer geographical scale – one that people might better understand.

Environmental Leadership Delivery Programme (EDLP): Natural England is planning a major launch of several landscape-based programmes in March 2011, namely: Landscapes in the 21st Century; Vision 2060; Integrated Objectives for NCAS; and update of the NCA profiles. This presents a valuable opportunity to raise the profile of CQuEL and provide a national platform from which to engage the project’s key audiences (both public and professional).

Rural/Urban Fringe: CQuEL is assessing both rural and urban landscapes and has clear potential to inform projects looking at rural/urban fringe issues – a potential ‘first’ for this kind of monitoring (?).

Landscape Character Network (LCN): established network of over 1,000 members, all of whom have an interest in Landscape Character Assessment (LCA) and its applications. As such, the LCN represents a readily accessible channel through which to promote CQuEL and reach a wide range of prospective consultees.

Countryside Survey: a major UK project (chiefly funded by Defra and CEH), which has undertaken “a major audit of the British countryside” at regular intervals since 1978. The project draws upon field observations and satellite imagery to provide “a complete land cover census for Great Britain and Northern Ireland”. The project has recently reported for the latest round of the survey (2007); an Integrated Assessment report is due for publication in 2010. There is potential to form links with Countryside Survey during the CQuEL project and incorporate best practice in terms of publicity and communications.

General Election: the new coalition government has a strong focus on localism and place-making. CQuEL is well placed to inform the debate about the relationship between place and the natural environment.

Branding

The CQuEL 'brand' does not simply refer to the project's name and logo – it is the project's 'personality', a reflection of its objectives, visions and culture; a measure of how the project is perceived by its funders and customers. Perception of the brand is increased or reduced by every contact that people have with the project by whatever means. It is therefore vitally important to maintain consistency in the CQuEL brand and to enhance this identity at every opportunity.

While it is understood that CQuEL will not receive a unique brand treatment (and will instead be branded as part of the Natural England portfolio), there are a number of considerations involved in maintaining the existing identity and ensuring the project's brand is not diminished or negatively impacted during the course of the project, as follows.

The CQuEL brand strategy is to:

Adhere to and uphold the Natural England corporate identity.

Maintain and provide guidance on use of the CQuEL logo (as a way of demarking the project within Natural England's portfolio).

Provide information in a consistent and clearly branded.

Establish a 'family' of standardised communication materials.

Ensure all communication materials regarding CQuEL - and which contain the CQuEL logo - are designed, produced and distributed in consultation with the lead communications officer or consultant.

It is crucial to ensure that:

All communication materials concerning the project must include correct use of the logo.

Only master logo artwork is used; the logo must never be re-drawn or scanned from printed material.

The logo must never be passed on to 3rd party organisations without prior consultation with the lead project officer and/or communications consultant. In such cases, it is important to check whether the context is appropriate for use of the CQuEL logo, and that the logo is supplied in the correct format.

Key Audiences

Individual Audiences

This section identifies individual audiences with whom the CQuEL project needs to communicate in order to achieve its objectives.

Please note that:

The priority of audiences is dependant on the type of communications activity in question, and specifically, what the activity aims to achieve. Prioritisation of audiences will be undertaken in subsequent drafts of this strategy.

Audiences are not exclusive and that there is often a great deal of crossover between groups.

It will be important to capitalise on the role of CQuEL stakeholders in reaching other audiences, in addition to the project team's own communications effort.

| CODE | AUDIENCE NAME | WHO ARE THEY? |
|----------|------------------------------|--|
| NE | Natural England | Principal funder and lead organisation. |
| STAKE | Partners and Stakeholders | Senior officers representing other partners/stakeholders involved in the project. |
| CONTRACT | Contractors | Private consultancies contracted to deliver the CQuEL project. |
| COMMS | Natural England Press Office | Internal press office at Natural England, responsible for managing media relations. |
| CHAMPS | Champions | Individuals who have a proactive interest in the project and are able to help promote its activities and benefits. |

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| LAND | Landowners | People responsible for the ownership/management of land in both rural and urban areas. |
| N-GOV | National Government | Key decision/policy-makers in central government, particularly within Defra. |
| R-GOV | Regional Government | Government Offices, regional spatial planners, etc. |
| L-GOV | Local Government | Landscape officers, ecologists, archaeologists, planning and transport officers, etc (within district, borough, county and unitary authorities). |
| N-GOVA | Government Agencies and Quangos (national staff) | English Heritage, Environment Agency, Forestry Commission, etc - targeting officers who have been identified by key contacts within each agency. |
| R-GOVA | Government Agencies (regional staff) | English Heritage, Environment Agency, Forestry Commission, etc - targeting officers who have been identified by key contacts within each agency. |
| DESIG | Designated Landscapes | National Parks, Areas of Outstanding Natural Beauty (AONBs), Heritage Coasts, National Scenic Areas, etc. |
| NGO | Non-Governmental Organisations (NGOs) | Organisations that have an interest in countryside change – eg. CPRE, RSPB, The Woodland Trust, National Trust, Wildlife Trust(s). |
| ASSOC | Networks, Associations and Member Organisations | Bodies representing groups of key stakeholders and end users - eg. Institute of Ecology and Environmental Management; Association of National Park Authorities; National Biodiversity Network; Royal Town Planning Institute. |

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| LCA | Landscape Character Network | Established network of people with an active interest in Landscape Character Assessment (LCA) and its applications. Includes people from public and private sectors, as well as individual interest. |
| HLC | Historic Landscape Characterisation (practitioners) | People who are working in the field of HLC. |
| ACA | Academic Sector | Includes university research staff and academic organisations, such as the Environmental Change Network, International Association of Landscape Ecology, British Ecological Society, research councils, etc. |
| EDU | Education Sector | Teachers and pupils in schools, colleges and universities (particularly ecology, environmental science and agriculture); relevant decision-makers. |
| P-MED | Public Media | Editors and journalists working in mainstream media, targeting the general public; including newspapers, magazines; television; radio; websites. |
| S-MED | Specialist Media | Editors and journalists working in niche media, including scientific/environmental journals, public sector newsletters, etc. |
| I-PUB | Informed Public | People involved in organised groups with an interest in the countryside (includes individual members of NGOs, Wildlife Trusts, CPRE, etc). |
| G-PUB | General Public | The UK population as a whole. |
| EURO | European Government | The government of the European Union, including MEPs and agencies. |

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| INT-FG | Foreign Government | Central and regional government in countries outside UK and related government agencies. |
| INT-BOD | International Bodies & Networks | International conservation and research bodies – eg. United Nations Environment Programme, International Association of Landscape Ecology. |
| PRI | Private Sector | Businesses and individual consultants with an interest in landscape change. |
| AOC | Agents of Change | Public and private sector organisations whose activities contribute to landscape change – eg. Highways Agency, railway operators, utilities companies, developers. |

Collective Audiences

While a list of individual audiences is vital for targeting communications (see 9.1), it is also important to group these audiences based upon those that share the same (or similar) characteristics, needs or functions with regard to communications activity.

It is useful to think of this process as being akin to ‘market segmentation’ – i.e. the process of dividing a market into distinct subsets (or segments) that behave in the same way or have similar needs. Because each segment is fairly homogeneous, they are likely to respond similarly to a given communications strategy or message.

These ‘collective audiences’ broadly represent all of the different types of people and organisations that CQuEL will communicate with – i.e. those who undertake the work; those who pay for and manage the work; those who help to publicise and promote the project; and of course the customers: those who make use of the end products. This enables communications to be targeted more efficiently.

The following draft collective audiences are suggested for consideration:

| COLLECTIVE AUDIENCE NAME | WHO ARE THEY? | AUDIENCE CODES |
|--------------------------|--|---|
| Project Team | People who manage and undertake the day-to-day work of the project. | NE, STAKE, CONTRACT, COMMS |
| Primary Users | People who will use the data and other outcomes from CQuEL as part of their core activities. | N-GOV, N-GOVA, NGO, ACA, PRI |
| Secondary Users | People whose activities benefit indirectly from the work of CQuEL (possibly without them knowing). | L-GOV, NGO, N-GOVA (ie. with the exception of Data Users within such organisations) |
| Decision-Makers | People who will use the headline outcomes of CQuEL to inform Government policy and decision-making. | N-GOV, N-GOVA, NGO, EURO |
| Communicators | People with good potential for helping to promote the project and relay information to other, wider audiences. | STAKE, COMMS, CHAMPS, WORK, ASSOC, P-MED, S-MED, INT-BOD |
| Consultees | People with whom the project must engage with and consult in order to develop the evidence base. | NE, STAKE, LAND, N-GOV, N-GOVA, NGO, DESIG, ASSOC, LCA, HLC, ACA, EDU, G-PUB, INT-BOD, PRI, AOC |
| Funders and Facilitators | People who are critical to furthering the activities of the project. | NE, STAKE, N-GOV, EURO |

Thematic Audiences

As well as organising audiences into collective groups based on their ‘role’ within the CQuEL (see 9.2), it is also useful to consider grouping audiences based on the thematic work areas currently used by Natural England to categorise their own list of stakeholders.

The thematic audience (or stakeholder) groups used by Natural England are as follows – individual audiences will be categorised according to these headings in subsequent drafts of the strategy:

Landscape

Biodiversity

Marine and Marine Use

Engagement, Outreach, Access

Land Use

Land Management

2050 Vision Futures

Climate Change

Communication Channels

The following table makes links between the communication channels available to the CQuEL project and the audiences that each channel has the potential to reach. Target audiences are defined using brief, written descriptions and where possible, referenced using the audience codes contained in section 9.0.

Note that some audiences may also function as channels in their own right – for example, CQuEL stakeholders and the media are both audiences that are capable of communicating messages about the project to other, wider audiences. Note also that the channels and audiences listed here are by no means exhaustive and will be reviewed/updated in further drafts of this strategy.

| CHANNEL | AUDIENCES PRIMARILY TARGETED | AUDIENCE CODES |
|--|--|---|
| CQuEL PROJECT TEAM | | |
| NE and other key stakeholders | <p>Other decision-makers/colleagues within stakeholder organisations.</p> <p>Senior decision-makers within organisations outside of NE.</p> <p>Also an important channel for conveying messages 'top down' throughout the entire project team.</p> | <p>STAKE</p> <p>N-GOV, N-GOVA, NGO, ACA, etc</p> <p>COMMS, REPORT, CHAMPS, WORK</p> |
| Project Manager | <p>Communicates 'upwards' to NE Board and other senior decision-makers.</p> <p>Also an important channel for conveying messages throughout the entire project team.</p> | <p>STAKE</p> <p>COMMS, REPORT, CHAMPS, WORK</p> |
| NE Press Office | Responsible for coordinating NE publicity, involving direct contact with the media and liaison with other press offices within stakeholder organisations. | P-MED, S-MED |
| CHAMPIONS | Useful for promoting the project within their own organisations, as well as further afield (through word of mouth and at events, etc). Target audiences depend on the individual champion and his/her area of work, or host organisation. | Variable but could include STAKE, N-GOV, N-GOVA, NGO, ASSOC, ACA, EDU, INT-BOD, etc |
| DIRECT CONTACT (email, telephone, letters, etc) | Direct contact is used as standard throughout the project for management and operational purposes. It is generally <u>not</u> used to promote or publicise the project, apart from when dealing with the press. | Variable |

| ELECTRONIC MATERIALS | | |
|------------------------------------|--|---|
| NE Website | Provides a central focus for NE communications and should therefore be accessible and relevant to all audiences. | All |
| Stakeholder Websites | Useful for promoting the project amongst stakeholder organisations and the people they themselves deal with (which may include new audiences). Target audiences depend on the stakeholder organisation, its activities and core customers. | Variable but could include STAKE, N-GOV, N-GOVA, NGO, ASSOC, ACA, EDU, INT-BOD, etc |
| Microsoft PowerPoint Presentations | Commonly used during meetings, workshops and other events (eg. as a backdrop to oral presentations). Generally <u>not</u> suited to engaging public or less informed audiences (including the media); in such cases other materials may be more appropriate. | Variable but generally <u>not</u> suited to P-MED, S-MED, I-PUB, G-PUB |
| CQuEL PUBLICATIONS | | |
| Summary Leaflet | To provide a general overview of CQuEL, its aims/objectives and outputs. Suitable for all audiences, but most appropriate for people outside of scientific and policy audiences – eg. informed public. | All, but particularly suited to LAND, L-GOV, NGO, EDU, P-MED, I-PUB, G-PUB |
| Technical Leaflet | Provides a more detailed overview of CQuEL, targeting scientific and policy audiences in particular. | Particularly suited to STAKE, WORK, N-GOV, N-GOVA, ACA, S-MED |

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| Final Report (2012) | Will provide a detailed summary of CQuEL results and key findings, targeting a 'professional' audience – i.e. people who are interested in CQuEL as part of their work, rather than as a member of the general public, for example. | STAKE, N-GOV, R-GOV, N-GOVA, R-GOVA, NGO, ACA, S-MED, EURO |
| Academic Papers | Papers published in peer-reviewed journals. Primarily target scientific audiences, with occasional relevance to national government and/or international bodies, for example. | ACA and possibly also N-GOV, N-GOVA, S-MED, INT-BOD |
| Academic Posters | Displayed at academic events, such as conferences. Primarily target scientific audiences, with possible relevance to national government and/or international bodies (depending on the event). | ACA and possibly also N-GOV, N-GOVA, S-MED, INT-BOD |
| Press Releases | Used to distribute and promote CQuEL news stories amongst the media - including public newspapers, television and radio; specialist press (eg. academic journals); and the in-house press offices/publications of CQuEL stakeholders. | STAKE, ASSOC, P-MED, S-MED, INT-BOD |
| STAKEHOLDER PUBLICATIONS | Maximum use should be made of external publications produced by CQuEL stakeholders. These often have good potential to reach new and/or well-defined audiences. They can also enhance the project's reputation through positive association – eg. Defra's 'Environment in Your Pocket'. | Variable |

| PUBLIC MEDIA | | |
|---|---|--|
| National Newspapers (broadsheets) | Provide opportunities for widespread publicity of important events and results – ie. those of interest to the general public. | All |
| Regional and Local Newspapers (inc. freesheets) | Can help to publicise CQuEL locally, as well as supporting national headlines. A useful way of raising awareness amongst landowners and Local Authorities. | LAND, L-GOV, PLA, P-MED, I-PUB, G-PUB |
| Television | Provides opportunities for widespread publicity of important events and results (eg. via news programmes), as well as general awareness-raising (eg. BBC Springwatch). Bear in mind that TV publicity can involve substantial investment of time/resources and is difficult to have control over. | All |
| Radio | National radio provides opportunities for widespread publicity of major events and results (often alongside TV coverage). Local radio - like local newspapers - can be a useful way of raising awareness amongst landowners and Local Authorities. | All LAND, L-GOV, PLA, P-MED, I-PUB, G-PUB |
| PROFESSIONAL MEDIA | | |
| Academic Journals | Used to target mainly researchers and other scientists through the publication of academic papers. | |
| Specialist Magazines and Professional Journals | Used to target mainly practitioners through the publication of articles and news stories. | |

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| <p>Stakeholders' Magazines/Newsletters</p> | <p>Often produced in electronic format. Can be used to help raise awareness throughout stakeholder organisations (ie. amongst staff not directly involved in CQuEL).</p> <p>Can also reach new and/or well-defined audiences (ie. the customers of the stakeholder).</p> | <p>STAKE</p> <p>Variable, but could include LAND, N-GOV, N-GOVA, NGO, EDU, I-PUB</p> |
| NETWORKS, ASSOCIATIONS AND MEMBER ORGANISATIONS | | |
| <p>Academic Networks and Scientific Societies</p> | <p>Associated events and publications can help raise awareness of CQuEL among network and society memberships - comprising people who share a specific interest (thus forming a well-targeted audience).</p> | <p>ACA, PRI</p> |
| <p>NGOs</p> | <p>Non-governmental organisations and charities with an interest in landscape change – eg. Campaign to Protect Rural England; The Wildlife Trust. Can be used to help raise awareness of CQuEL among their members (including the 'informed public').</p> | <p>L-GOV, I-PUB</p> |
| EVENTS | | |
| <p>EDLP Programme Launch (2011)</p> | <p>Major NE launch event with strong potential to publicise CQuEL.</p> | <p>Tbc.</p> |
| <p>CQuEL Launch and Reporting Events – to be confirmed.</p> | <p>Publicised widely amongst all audiences, but primarily targeting policymakers and the press.</p> | <p>STAKE, N-GOV, N-GOVA, P-MED, S-MED</p> |

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| <p>Agricultural Shows</p> | <p>Provide opportunities for engaging with landowners and the public, as well as NGOs and government officers.</p> | <p>LAND, R-GOV, L-GOV, N-GOVA, NGO, I-PUB, G-PUB</p> |
| <p>Research/Scientific Seminars and Conferences</p> | <p>Used to target scientific audiences via presentations, posters and face-to-face networking.</p> | <p>ACA and possibly also N-GOV, N-GOVA, S-MED, INT-BOD</p> |
| <p>Media Events</p> | <p>Forming links with specific media events can be used to gain publicity via a range of channels – for example: National Science Week receives coverage on television, radio, in newspapers, on websites, etc.</p> | <p>All, though content is often targeted to the general public [G-PUB]</p> |