

REPORT OF COMMUNICATIONS AND MARKETING MANAGER

SUBJECT: REVIEW OF COMMUNICATIONS AND MARKETING

Purpose of Report

To provide Members with an overview of the work of the Communications and Marketing team.

Introduction

At the Authority's Audit and Corporate Services Committee meeting in November 2014, Members requested information regarding the Pembrokeshire Coast National Park Authority's Communications and Marketing services.

This paper is designed to give Members an overview of the role and work areas of the National Park Authority's (NPA) Marketing and Communications team as well as providing performance data on key marketing and communications services provided by the team.

Team aim

The Communications team works to help promote the Pembrokeshire Coast National Park (PCNP) as an iconic world-class landscape and brand and to demonstrate the many ways in which it contributes to people's quality of life and well-being. The team works (using a mix of communications methods and products) internally and externally to:

- help more people enjoy and understand the Park's special qualities (inc. S62 (1))
- help achieve the Park's conservation remit
- improve and safeguard NPA reputation
- overcome barriers to information and/or participation
- engage with audiences and determine their requirements
- influence people's awareness, experience, attitudes and behaviour (general and specific) (inc. S62 (2))
- present the Park with a strong and easily identifiable brand image
- show that the NPA is listening and prepared to change practice, policy or services if appropriate
- ensure the NPA is consistent, open and transparent

Team Objectives

Communications is a core and central cross-cutting service, working with every team in the organisation to create better internal and external awareness, improve understanding and perceptions of the Authority's work and to uphold the organisation's reputation. The team's annual work programme is based on a number of objectives:

PR – enhancing internal and external understanding of the Park's special qualities, the work of the Authority and its connection to the family of National Parks through the promotion of NPA corporate objectives in all media, PR, publications and events.

Marketing - ensuring a consistent, representative and respected PCNP corporate identity and brand through targeted marketing activities that also contribute to developing citizen-centred NPA services.

New Media - monitoring, developing and reviewing the Authority's online presence (main website, associated websites and social media networks) to enhance the organisation's online profile and to provide a consistent brand image.

Market research - evaluating the Authority's key work areas through internal and independent market research and contributing to the assessment of NPA customer satisfaction levels through internal evaluation.

Graphic Services – ensuring a consistent, representative and respected PCNP corporate identity and brand through the application and development of innovative and creative design solutions.

Staff

Communications

The corporate communications function is served by four members of staff, led by the Communications and Marketing Manager, who reports in to the Chief Executive. Three staff members are full time and one is part time.

The award-winning team consists of three qualified journalists, two of which have backgrounds working for local and regional print titles, and a Communications and Marketing Manager who has extensive experience of delivering strategic communications and marketing programmes at local and national levels and was a Chartered Institute of Marketing's UK Marketer of the Year in 2013.

Graphics

The Communications and Marketing Manager also leads the Graphic Services Team, who provide design, exhibition and photography services. The current team have collective experience of over 50 years working for the Authority, delivering a consistent and respected Graphics service.

Communications for all

The Communications team sets the corporate agenda for communicating with the Authority's external audiences based upon the key objectives in its business plan, although all staff and Members have a central role to play in the communications process. Every time anyone communicates with someone outside of the organisation, there will be an impact – be it positive, negative or indifference - upon the Authority's reputation.

It is important that through all communications the Authority listens to and engages in a continuous dialogue with its key audiences. Effective communication is not a one-way process, and so it is an objective of the team's Communications Strategy to engage in a continuous dialogue, or conversation, with key audiences. The team needs the support and commitment of all staff and Authority Members to help achieve this.

To support communications and marketing across the organisation, the team has produced a Communications Handbook, which provides staff and Members with a series of guides outlining how best to communicate across all media platforms.

A printed copy of the Communications Handbook is available to Members on request.

Key audiences

The team works centrally to service all NPA departments, with the 'umbrella' aim to contribute to the successful delivery of Park Purposes and corporate objectives. It's important, therefore, that the team's success is gauged not only by directly relevant output and outcome measures but also against the Authority's success in the broadest terms – i.e. delivery of Park Purposes, meeting corporate objectives and maintaining a credible reputation. While the team has direct customers relating specifically to the services provided (e.g. NPA Members, employees; media), the team's corporate role means that in essence the team's customers are the Authority's customers.

In terms of servicing internal departments, the team's time is split across the range of corporate communications areas, and the team works to provide a balanced representation of all key NPA functions through communications and marketing remit. Marketing work is prioritised towards the Authority's visitor attractions and key sites to increase footfall and support enhanced merchandise sales. Reactive media relations work is generally more focused towards the Authority's statutory planning function, and Development Management work in particular. This accounts for, on average, 50% of all media enquiries, requiring time from both teams to facilitate an appropriate response.

Part of the team's role is also to change attitudes and awareness in the long term, so it is important not to lose sight of the 'hidden' customers – e.g. future generations that may benefit as a result of habitat / landscape protection work carried out today.

Service delivery

The team's performance is assessed against a number of key measures, as set out below.

Performance measures:

Outputs:

PR and Media

- Number of press releases issued
- Positivity gauge of coverage achieved
- Number of media enquiries dealt with
- Coverage achieved (split across media sectors)
- Broadcast airtime generated

Online

- Web statistics reporting (Google Analytics-based reports)
- Facebook “likes”
- Twitter activity levels (re-tweets, followers etc.)
- Website update activity

Marketing

- Increased footfall in PCNPA visitor attractions and centres
- Increased income generated through filming in the Park
- Campaign targets met

Publications

- Number of publications produced (either digital or physical)
- Publication take-up levels
- Advertising targets met

Events

- Successful implementation of established annual events programme (delivered to brief, on time and within budget)
- Throughput of people at events
- Nomination figures for Award schemes

Outcomes:

Satisfaction levels

Internal

- Staff and Members (how well the team delivers communications on their behalf or in conjunction with them)

External

- Customer satisfaction surveys (for specific communications products / audiences (i.e media) or specialist or general in terms of wider NPA service delivery)
- Corporate events feedback (Shows, Seminars etc)
- Levels of advertising revenue generated, including repeat advertising, for publications and online products

- Merchandise / PCNPA publications sales figures

Reputation / awareness of PCNP/A

- Awareness of PCNP/NPA existence and services / products
- Perception / awareness of media coverage among key audiences
- Existence of the organisation (core grant funding levels)
- Support and continuation of key partnerships to ensure effective delivery of S62 (2), key projects and/or grant funding

Measuring changes in attitudes and behaviour (the desired outcome from the team's communications work) presents a challenge, but can be incorporated into some of the areas listed above. However, the team's wider corporate role will provide indicators for the degree of our success – i.e. the state of the Park is the ultimate test of changes to attitude and behaviour, and the team's work to communicate Park Purposes links to this in some way.

Assessing performance

The statistics provided offer an insight into current performance and the associated impact of the team's work across the full spectrum of communications and marketing fields.

PR and Media

Print: An average of three press releases are issued each week and every news release issued is used by at least one outlet, giving an impressive 100% take-up rate. An average of four National Park stories each week appear in the Western Telegraph, which has a print circulation of 14,000 and an estimated readership of 40,000. The Western Telegraph online edition has 128,556 unique users and 791,634 page views per month, and has become an important medium for dissemination of key NPA articles and messages.

The other main local print outlets are the Pembrokeshire Herald (circulation of 7,300), West Wales Mercury (circulation around 8,000), County Echo (7,000) and Tenby Observer (6,000).

The overwhelming majority of media coverage is positive or neutral, currently standing at over 99%, with a figure of 18 negative articles generated out of a total of 1944 between April 2014 and April 2015.

Broadcast: Over 200 minutes of radio airtime and 150 minutes of TV airtime were generated in 2014-15. Radio coverage is mainly on BBC Radio Wales and Radio Cymru, and local station Radio Pembrokeshire. Television coverage is mainly on BBC Wales and ITV Wales, as well as input to features made by independent TV companies.

The team works with Radio Pembrokeshire (serving 90,000 local residents), providing a monthly feature interview and news releases promoting the Park and the Authority.

An average of 30 media enquiries a month are handled by the team, who respond to 100% of all enquiries generated.

Marketing

Visitor attractions

The Park Authority operates five centres across the Park at St Davids, Newport, Castell Henllys, Carew and Tenby. The Communications and Marketing team work with Centre Managers to prepare annual marketing programmes for each site, including promotional leaflets, print, online and broadcast advertising packages and website and social media marketing. Developing a co-ordinated approach and ensuring cross promotion between the sites has been a key part of the marketing strategy.

From January to December 2014 the Authority's centres increased their footfall and welcomed over 270,000 visitors as follows:

PCNPA Centre	2013	2014
Oriel y Parc (St Davids)	144,966	147,291
Newport	28,713	33,830
Castell Henllys	19,918	20,327
Carew	30,075	36,831
Tenby	34,842	34,031
Total	258,514	272,310

Both Carew Castle and Castell Henllys have benefitted from major capital investment in recent years, strengthening their visitor offer and presenting a stronger brand identity. Along with Oriel y Parc, the three centres are key 'non beach-day' attractions and increasingly important components in Pembrokeshire's tourism offer and the current marketing approach reflects this.

The partnership arrangement with National Museum Wales at Oriel y Parc offers a unique opportunity to market the gallery and the centre jointly with National Museum Wales colleagues. The marketing and communications for the centre aims to capitalise on the quality of the venue by raising the centre's profile to visitors and local residents. Oriel y Parc's brand values are reflected through the high quality artwork and the iconic National Park coastal landscape.

The Communications team has led the marketing of numerous high-profile exhibitions, including 'Llareggub: Peter Blake illustrates Dylan Thomas's Under Milk Wood' in 2014, which generated national media interest and coverage, supported by a strategic marketing plan. The forthcoming 2016 Constable exhibition offers an outstanding opportunity to market Oriel y Parc at a UK national level, supported by a marketing campaign led by Tate Britain.

Retro poster campaign

The success of the Authority's retro poster campaign, created to celebrate the Park's 60th anniversary in 2012, has been well documented and recognised through the many awards it has received. As well as promoting the National Park to residents and visitors outside of Pembrokeshire, the campaign has also made a significant contribution to increasing visitor numbers to the county and marketing the area on a national scale. As a result of the impact and success of the 2012 campaign, the Authority secured additional Welsh Government funding to re-run the retro poster campaign in 2014 as a key driver in boosting the Welsh tourism industry.

Evaluation of the campaign shows that it was highly visible, motivating, and has also generated significant demand for associated merchandise, with exceptional sales figures recorded to date:

- 75% increase in website traffic
- 348% increase in site access via tablet/mobile
- 100% social media following increase
- PR coverage including The Western Mail; all six Pembrokeshire newspapers; BBC Wales Today; and lifestyle magazines Coast, Britain, and the front cover image (and editorial) for the August 2013 edition of Welsh Coastal Life.
- 25% visitor increase to Park
- Merchandise sales at 90% of campaign costs

The campaign has received several awards, including:

- Three UK Marketing Design Awards
- A Canmol: Wales Marketing Award
- Finalist in the UK CIM Marketing Excellence Awards

WalesOnline 2014 summer campaign

As part of the Authority's '*Future Priorities Public Consultation*' the Communications Team undertook a parallel public relations exercise with the aim being to generate increased awareness of the Authority's work.

The PR exercise consisted of a summer advertising campaign run in partnership with Wales online, which included four feature pieces of editorial, social media promotion via Wales online accounts and a series of adverts promoting the public consultation. The campaign evaluation highlighted:

- 40,000 page views of four feature articles
- Over 50,000 people reached via WalesOnline Facebook page
- Over 1,800 social shares for four feature articles
- 3,700 clicks through to NPA website from adverts

Filming

The team has supported independent productions ranging from four Hollywood blockbusters to numerous TV shows and documentaries, working to promote the Park and Pembrokeshire by association and to generate additional income for the Authority.

Wales Coast Path

In March 2011 the Authority successfully tendered against private sector competition to market the Wales Coast Path on behalf of the Welsh Government. Following two extensions, the contract ended in November 2013, with the Wales Coast Path viewed by the tourism industry and members of the public as one of Wales's leading visitor attractions.

Headline Achievements:

The Authority was contracted to deliver six key elements of an ambitious marketing programme. As a result of these elements the project secured and contributed towards:

- Over 10,000 people attending three launch events
- 10,000 unique Wales Coast Path website visitors per month
- Over 200,000 visitors to the website between its launch in May 2012 and the Authority's contract ending
- 2.89 million visits to the Path in 2012 (total visitor spend in excess of £33 million)
- 1,819 news stories identified during the evaluation period (December 2011 – June 2012) with 377 million opportunities to see the coverage and an advertising value equivalent worth £2.5m
- Path awareness increase from 17% of path users in Q1 2012 to 43% in Q2 2012
- Over 8,000 social media followers and an average of 90 interactions per day
- 7,060 'views' of the official Wales Coast Path video on Youtube

Advertising

The team produces an annual programme of advertising which serves to market the National Park and the Authority's key visitor attractions and sites. New initiatives during 2015 have included innovative sponsorship of the Torch Theatre's 'Grav' Wales touring production, with initial evaluation highlighting:

- Online audience reach of over 300,000
- International TV audience via Sky News coverage
- 12 month presence of NPA brand (TV advert and print material) in Torch Theatre, reaching potential audience of over 80,000
- NPA brand presence on Welsh national tour, reaching audience of over 30,000

Online

The Authority's digital presence has grown significantly in recent years, with an increasing number of people using online channels to acquire the information or

services they require. The advent of smart mobile devices including tablets such as the iPad have provided people with the means to keep up to date with their preferred content as often as they like, 24 hours a day.

Social Media has also evolved since the early days of MySpace and Facebook, with Twitter and other platforms such as Pinterest, Google+ and Instagram becoming more popular as technology advances, making viewing and sharing content easier and faster. Equally, it is becoming easier for organisations such as the Authority to reach thousands of members of the public with Park messages, news and updates.

There's no doubt that technology will continue to develop, with more and more people expecting to find the information they require online. The reliance on the digital experience and expertise of the Communications team to facilitate these demands and help to raise the Authority's online profile will be great. Customers' expectations of how and when the Authority communicates with them, and the services offered online, will continue to grow and the Authority needs to be prepared to adapt to meet demand.

Website analytics

Main website	2013-14	2014-15	% increase
Visits	265,206	304,518	14.82%
Unique visitors	175,395	209,272	19.31%
Page views	139,945	168,609	17.13%
Direct traffic	30,815	54,345	76.36%
Search engines	93,529	181,412	93.96%
Referring sites	35,159	56,491	60.67%

Social Media statistics

Current social media stats:		
Facebook likes	5,499	(+ 1690 in Conserve Group)
Twitter followers	9,145	
Youtube channel and upload views	61,301	

Appendices 1 and 2 provide a more detailed breakdown and analysis of the Authority's current online performance and audience profiles.

60 iconic images anniversary campaign

As part of the Authority's 60th anniversary, a series of 60 images were commissioned of some of the National Park's most iconic landscapes. An extensive PR programme was developed around the use of the images with the key highlights including:

- An innovative digital partnership with WalesOnline to display a gallery of the images has resulted in over 900,000 views to date with no associated cost
- The images have been circulated to over 50 partner organisations and tourism trade and have been used extensively to promote the National Park and Pembrokeshire

Publications

Coast to Coast

Coast to Coast, the Authority's free - and market leading - visitor newspaper, plays a pivotal role in supporting the National Park Authority's tourism work, as well as promoting appreciation and enjoyment of the Park. It is also one of the few activities of Authority work that generates an income for the organisation. Nearly a quarter of a million (225,000) copies are distributed annually throughout the Pembrokeshire area, being read by over one million people each year. The newspaper was also named as the Best External Publication at the 2014 CIPR Pride Cymru Awards.

Evaluation of the 2013 edition generated outstanding results, including:

- An independent survey of users and advertisers highlighted an incredible 99% satisfaction rate
- 76% of local residents are aware of the publication, with over 65% of these using it regularly to access and enjoy the National Park
- 89% repeat advertising; £120k income generation with a record-breaking net profit of £33k
- Website traffic increased by 50% during the publication's distribution period
- Over 10,000 downloads/updates of the *Coast to Coast* app to date

Appendix 3 provides a full breakdown on the profiling and statistical data for the online versions of *Coast to Coast*.

Free publications

The Communications team is responsible for a range of free publications which seek to raise the National Park's profile and disseminate National Park messages. These include a range of promotional leaflets such as the general National Park leaflet, the Pembrokeshire Coast Path National Trail leaflet and visitor attraction publications. The team also produces a range of Code of Conduct leaflets and specific Coast Path publications such as the Coast Path Mileage and Coast Path Certificate scheme.

Corporate publications are intended to raise awareness of the National Park and the Authority's role, while at the same time providing readers with important and interesting information. The objectives of some corporate publications (e.g. *Coast to Coast*) are fairly general, while others (e.g. visitor attraction leaflets, Code of Conduct leaflets) are very specific.

The promotional leaflets for Castell Henllys, Carew Castle and Oriel y Parc have the very specific purpose of persuading people to visit the respective sites. Site-based

visitor surveys at Castell Henllys and Carew Castle show that the leaflet is the second most important means of attracting visitors. These leaflets, along with Oriel y Parc, are distributed across a number of Welsh regions by two distribution companies, with over 100,000 copies of each site leaflet produced and distributed each year. This extensive distribution network enables their promotional literature to be prominently displayed alongside other leading visitor attraction publications. In 2015 the distribution network of all leaflets has been extended to cover mid Wales and the borders, including two of Wales's busiest and most important 'entrance' service stations at Magor and Strensham.

Events

Pembrokeshire County Show

The team delivers a number of corporate events each year, most notably the NPA's presence at the Pembrokeshire County Show. This takes place over three days every August, attracting an average of 1,200 people each day which equates to a conversion rate of approximately 3% of the total show population visiting the Authority's marquee. 53% of those visiting our marquee surveyed said they were more likely to enjoy the Park as a result of visiting the stand (with 43% already enjoying it). The visitor breakdown for our presence equates to 64% local residents, 20% visiting from outside of Pembrokeshire and 16% visiting from the rest of UK.

Local Shows and Events

Authority staff, most notably Rangers and members of the Discovery Team attend a number of local community shows and events during the spring and summer season. Staff attendance at these events is usually accompanied by the Authority's promotional trailer or branded gazebo. While visitor numbers at these events are relatively small (with the exception of Pembrokeshire Fish Week, which the Authority also attends), the impact of the Authority's profile is significant, with staff ensuring a high engagement rate with visitors and securing an invaluable opportunity to raise the profile of the Park and the work of the Authority at a local community level.

External Award Schemes

The Authority also works with Radio Pembrokeshire to support categories in three high-profile local award schemes – the Local Heroes Awards, the Pembrokeshire Business Awards and Young Achievers Awards, securing daily promotion on Radio Pembrokeshire over an eight-week period for each award scheme. The schemes provide an opportunity for the Authority to recognise good practice in the Park and demonstrate its social and economic support for local communities and businesses. The Authority also supports the Pembrokeshire Tourism Awards through category sponsorship with the aim of promoting its support for the local tourism industry and raising awareness of its own tourism role.

Official launches

Events are also organised (averaging five per year) for official openings of completed projects, launches of new initiatives, presentations of awards to the Authority by outside bodies, etc. Though these may be relatively small-scale events, they are significant profile-raisers at local level, and play an important role in enhancing community relations.

Future challenges and opportunities

The focus of the team's work has evolved in recent years to adapt to the changing needs and financial pressures of the organisation. The team has also had to respond to external changes in how audiences access and process the Authority's communications and key messages. While the team retains traditional media services, it has extended the digital offering across the organisation, with all of the Authority's visitor centres and attractions now using websites and social media to market their events and facilities.

The expansion in social media and online use will provide a strong focus for the team's future work programmes, but it will be important not to lose sight of those audiences who will continue to rely on traditional media to access their information.

As a team, the focus over the past four years has increasingly been driven by the need to deliver 'more for less', aiming to deliver a communication service on a reduced budget without compromising service delivery. The organisation's financial situation has also promoted the need for the team to adopt a more commercially-focused approach.

Since 2011 the team has generated an average annual income of 40% of the team's annual budget, as well as reducing operating costs by 10%.

The team has made efficiency savings through a reduction in staff numbers, cutting both the Exhibitions Officer and Marketing Officer posts in 2013. Operational savings have also been made through streamlining service delivery and adopting a 'more for less' approach.

By developing innovative campaigns and new partnership projects, the team has extended its reach and targeted a more diverse audience, as well as securing additional income for the Authority. Extending the team's work in this area will continue to be a priority, with a number of exciting partnership projects already being developed for 2015-16.

Conclusion

The Authority's Communications and Marketing services continue to play an important role in promoting the Pembrokeshire Coast National Park as an iconic world-class landscape and brand and demonstrating the many ways in which it contributes to people's quality of life and well-being.

The team has a wealth of expertise, innovation and creativity as evidenced by the number of awards and accolades it has received over the past three years, including

being named 'Outstanding In-House Team of the Year' in the 2014 CIPR Pride Cymru Awards. The team has demonstrated an ability to deliver exceptional communication campaigns with outstanding results while adapting the communications focus to meet the changing needs and financial pressures of the organisation.

The team has also proved its ability to deliver communications and marketing programmes at an all-Wales level and has developed a strong foundation for extending its reach and services while retaining its core aim of promoting the Pembrokeshire Coast National Park.

Recommendation: Members are requested to RECEIVE and COMMENT on the Report.

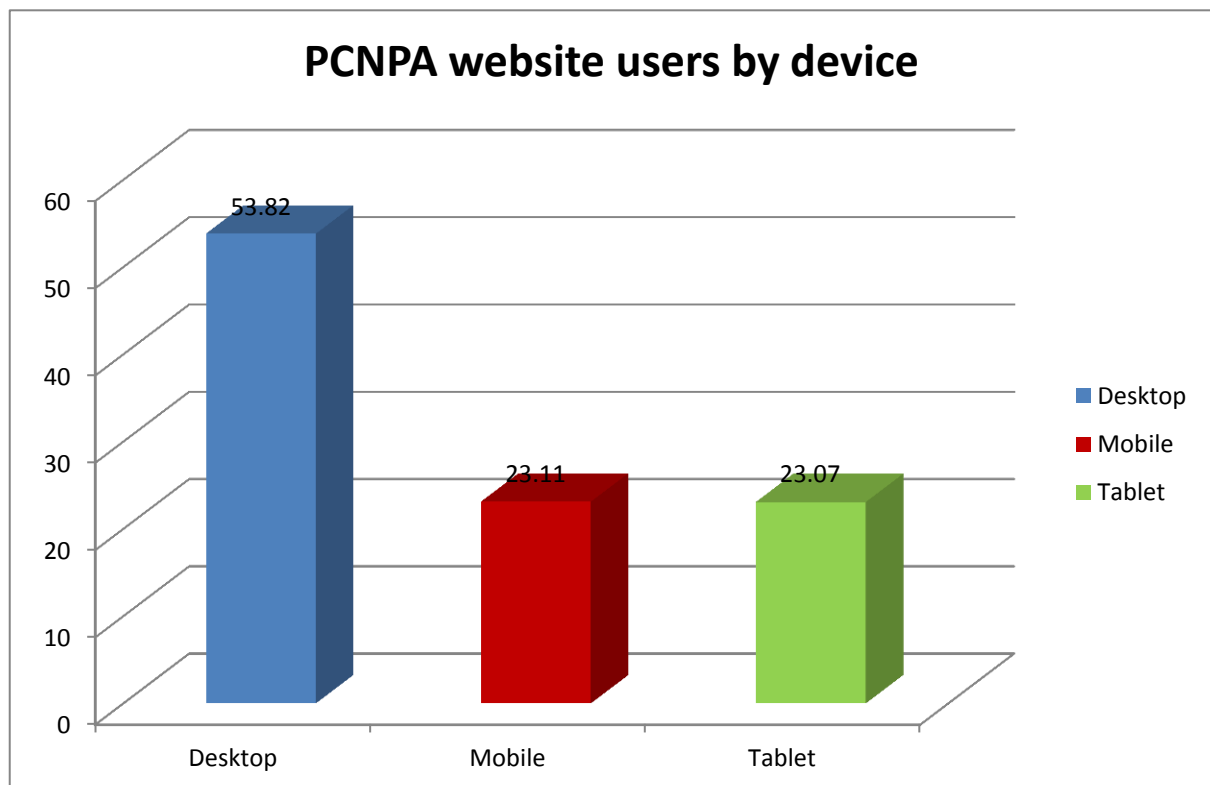
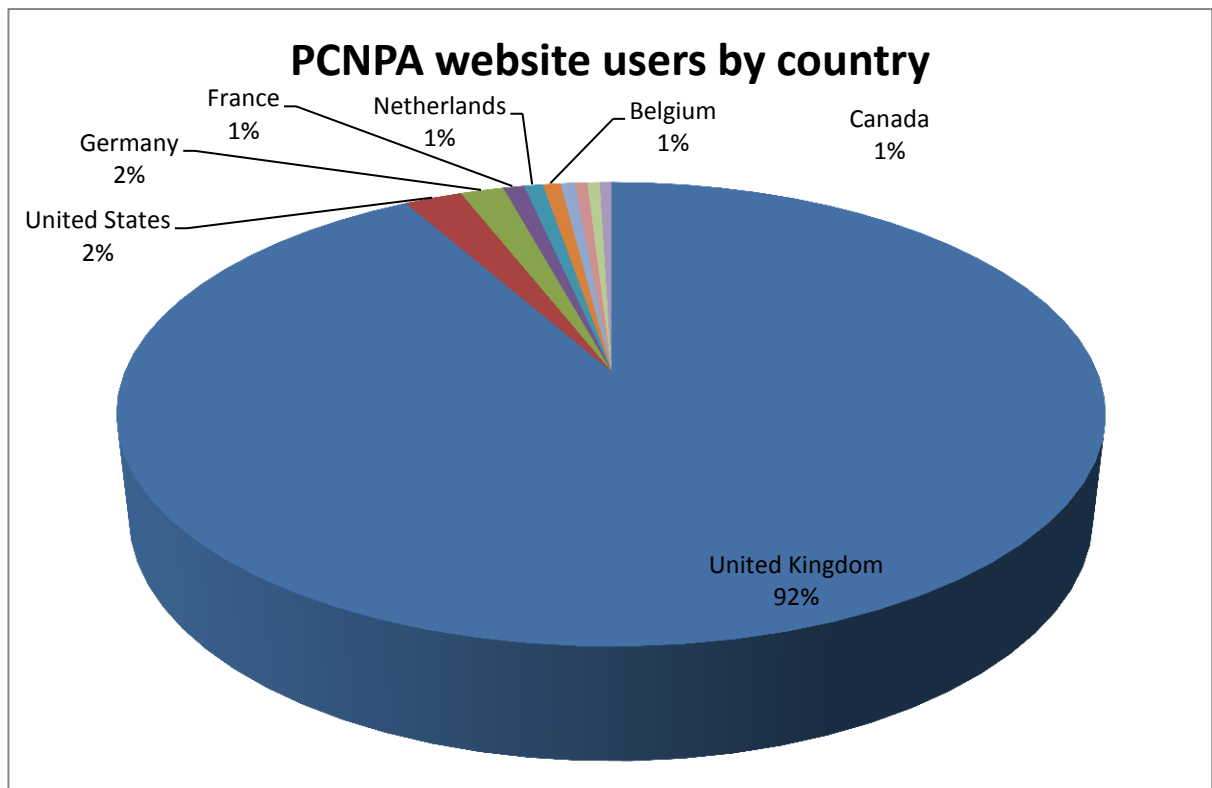
(For further information, please contact Marie Edwards, Communications and Marketing Manager)

Author: Marie Edwards - Communications and Marketing Manager

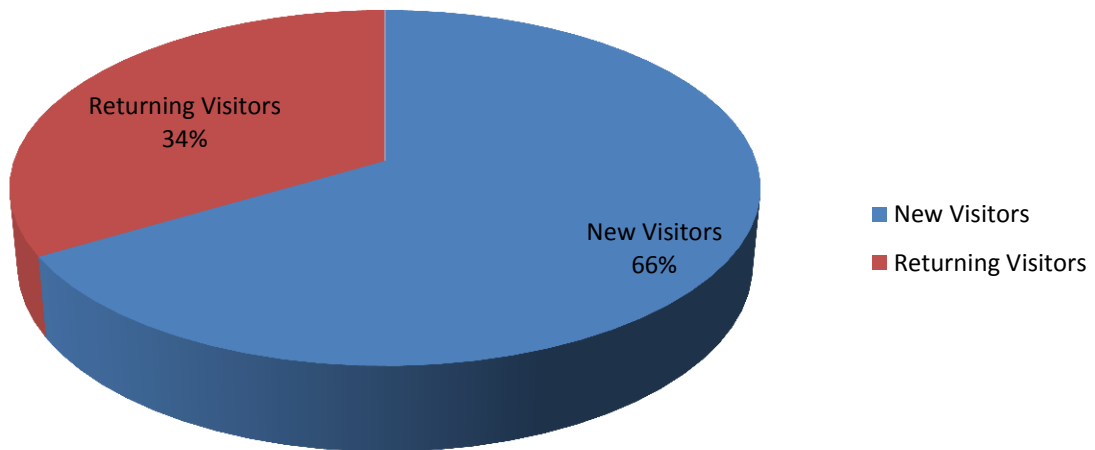
Appendices

- Appendix 1 - PCNPA website audience profiling
- Appendix 2 - PCNPA social media audience profiling
- Appendix 3 - *Coast to Coast* online profiling

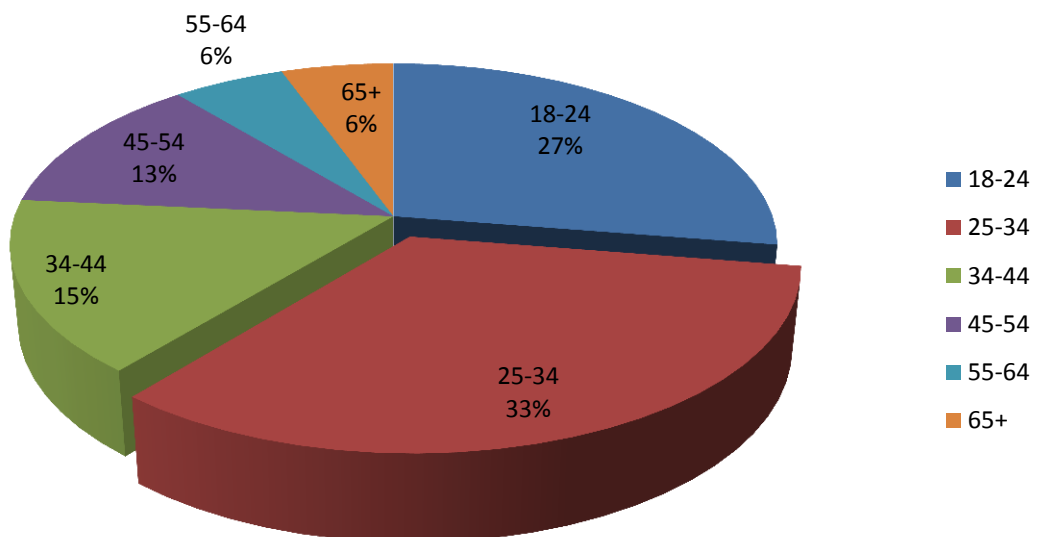
PCNPA website audience profiling



PCNPA website new visitors/returning visitors

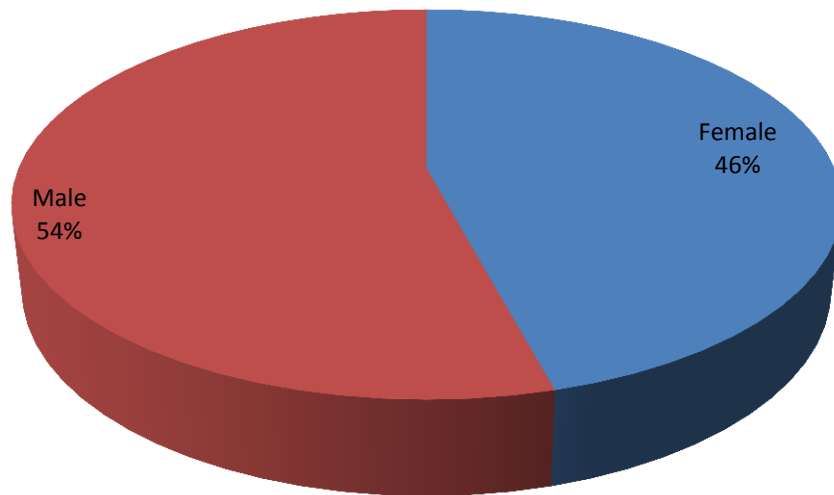


PCNPA website users by age

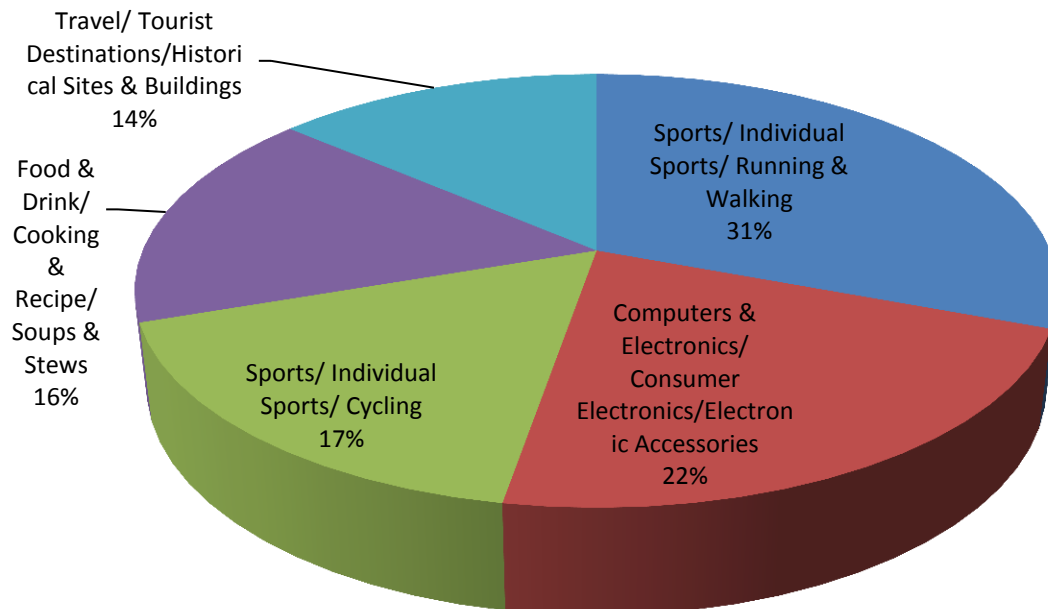


PCNPA website visitors by gender

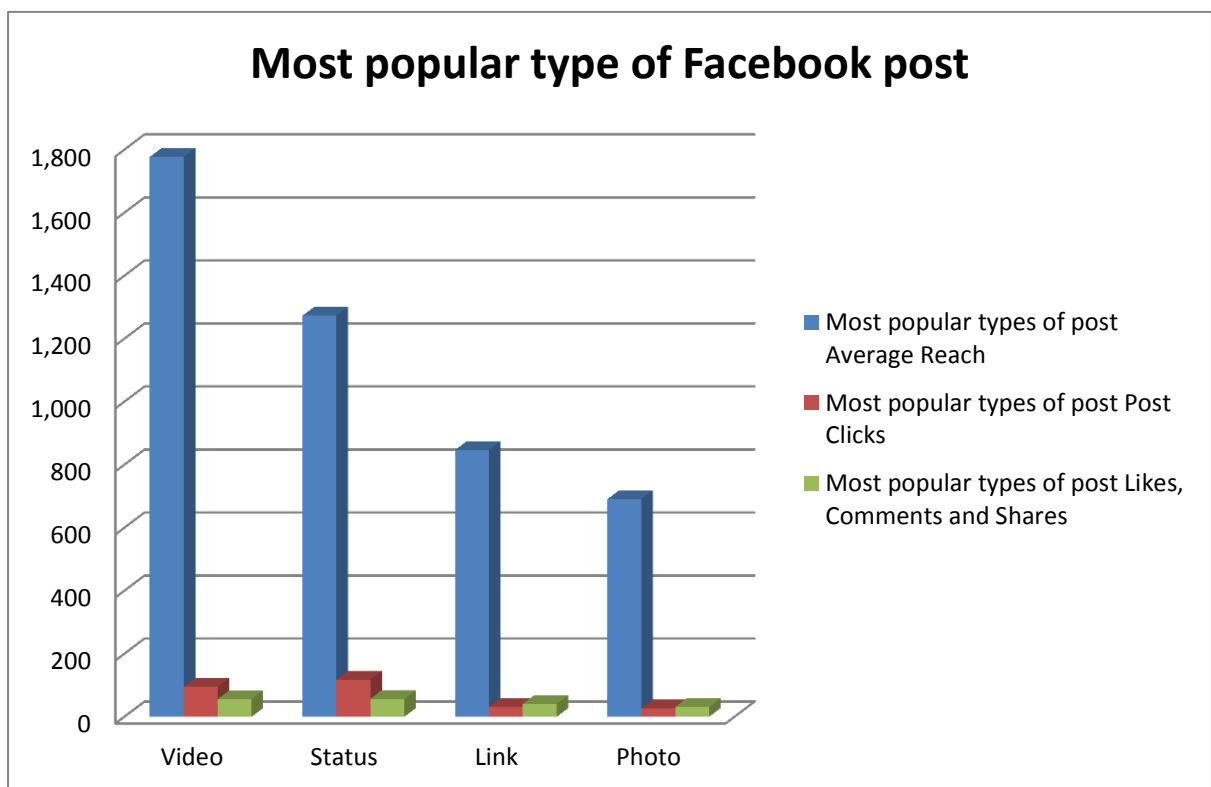
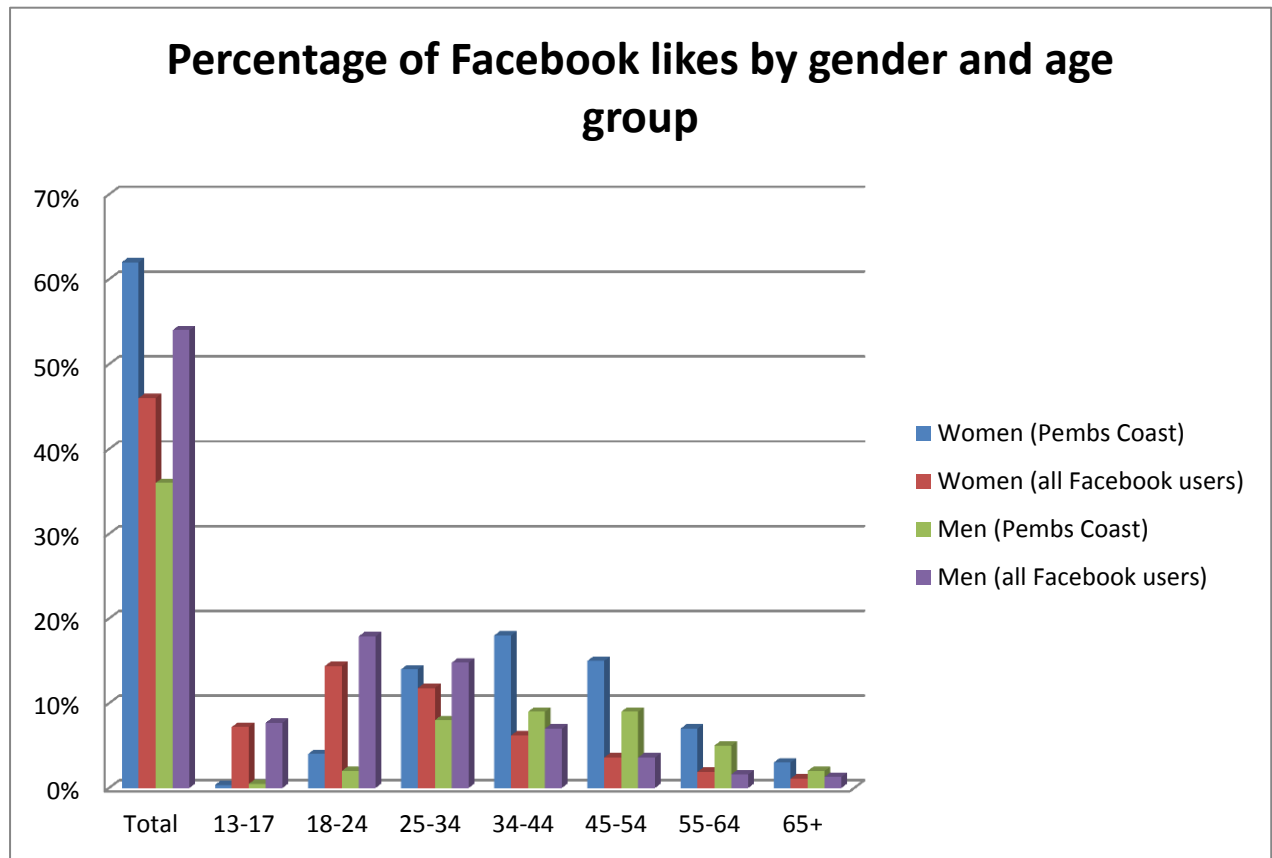
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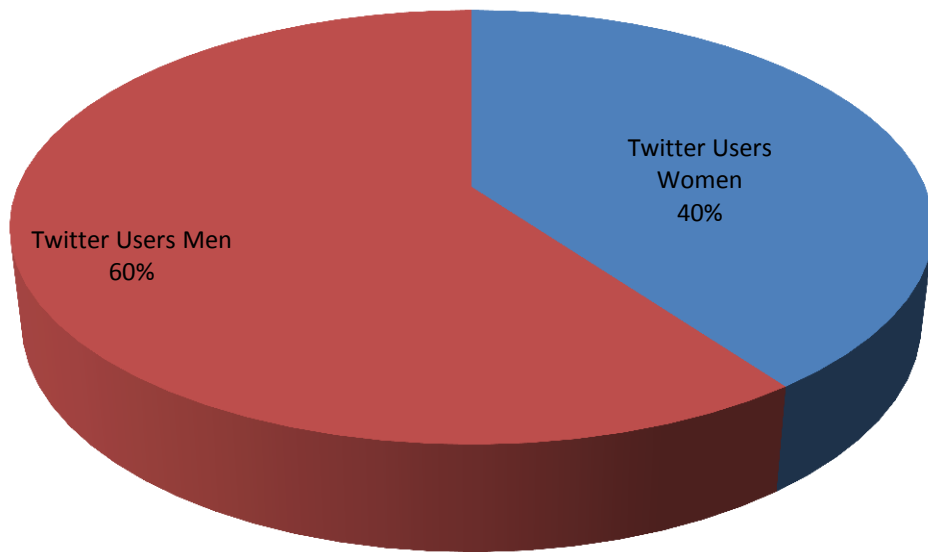
PCNPA website visitors by interest category



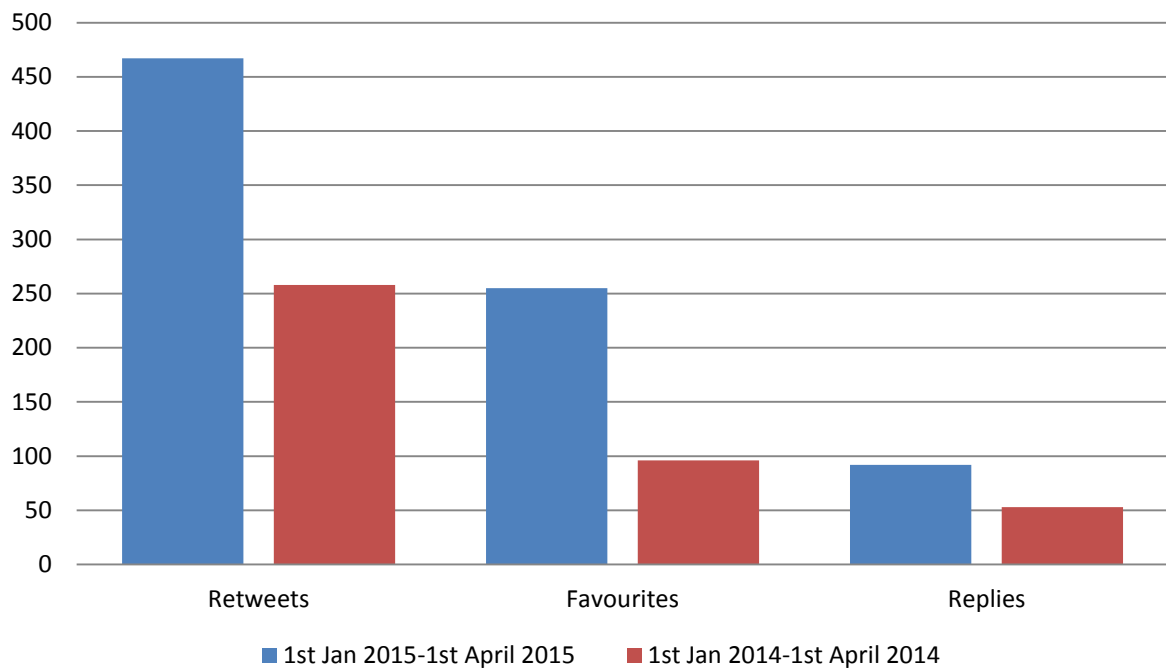
PCNPA social media audience profiling



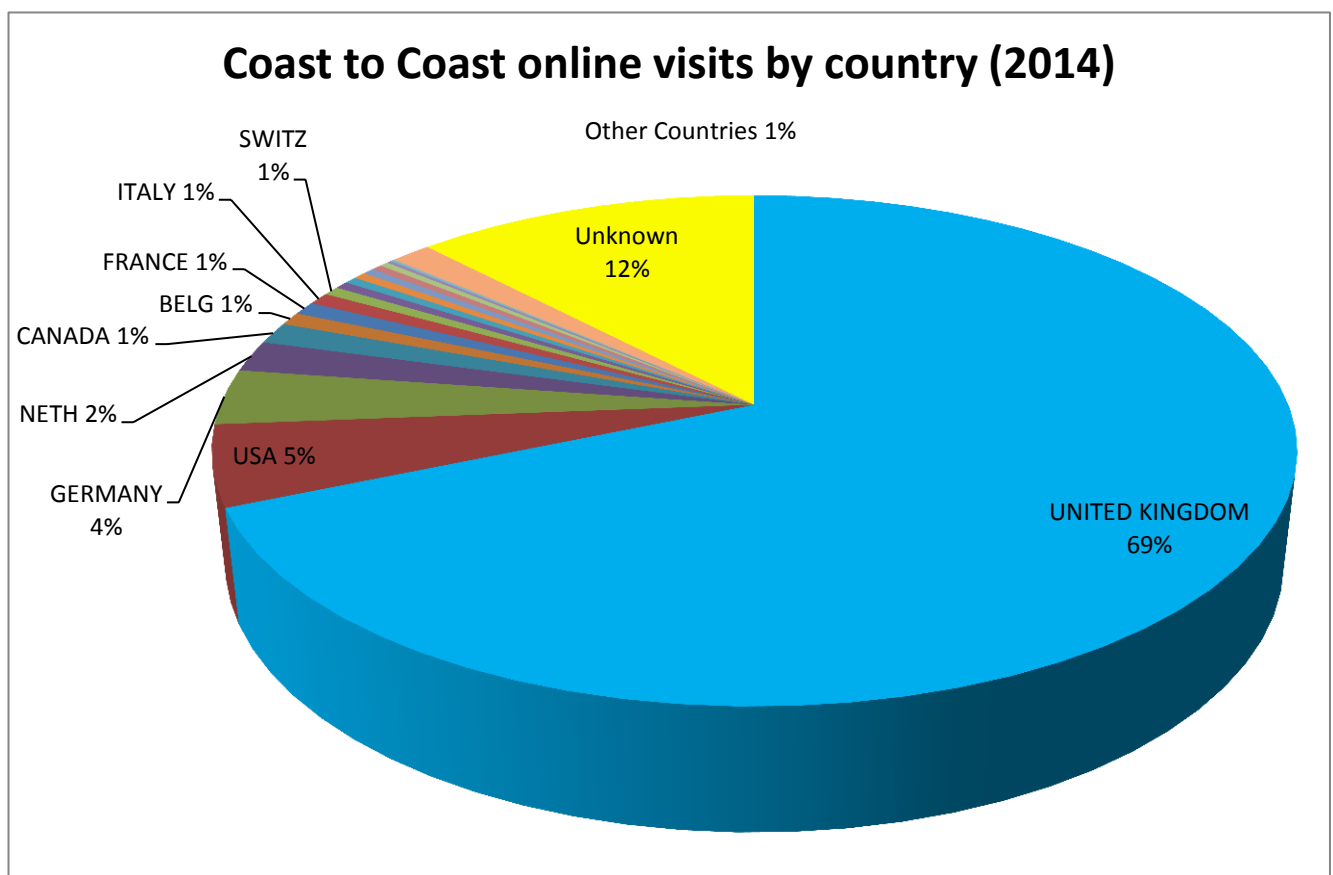
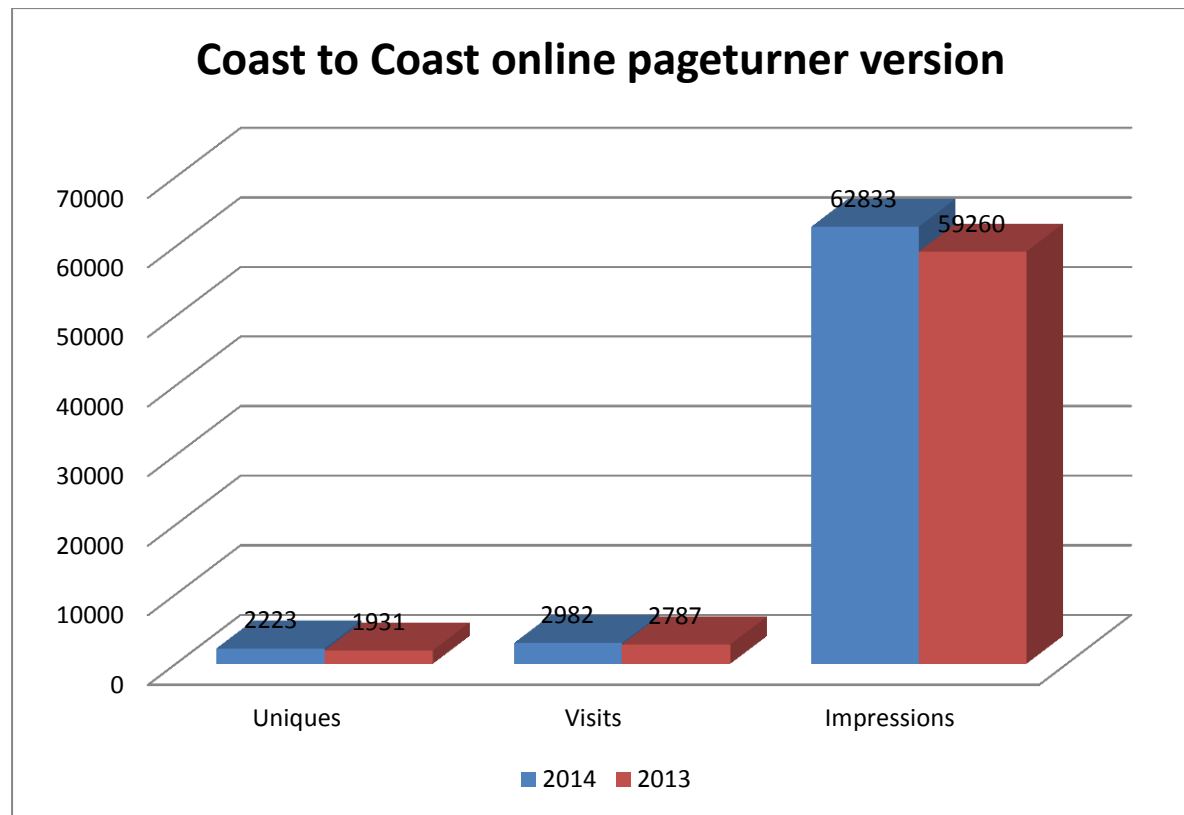
Twitter Users by gender



Twitter engagement



Coast to Coast online profiling



Coast to Coast app iOS (Apple) downloads and updates

