DARTMOOR NATIONAL PARK AUTHORITY

1 May 2015

COMMUNICATIONS STRATEGY 2015-2017

<u>Report of the Head of Communications, Economy and Fundraising</u>

<u>Recommendation</u>:   **That Members approve the final Communication Strategy 2015-2017.**

1   Background

1.1   One of the priorities developed by Members and Leadership Team for 2015/16 is a clearer focus on communication and engagement. The development of a Communications Strategy, attached at Appendix 1, for Dartmoor National Park is a key mechanism for the delivery of this area of work.

1.2   To inform the development of the draft communications strategy:

- a survey was undertaken with staff and members;
- a session about communications was delivered at the member workshop;
- a review of the residents' survey was undertaken;
- various discussions were held with Leadership Team;
- meetings with different individuals in the organisation were held;

There was also a good amount of listening to staff, partners and stakeholders.

1.3   The draft communications strategy was launched for a six week consultation period with staff and Members on 11 November. It was also taken to Audit and Governance Committee on 21 November 2014.

1.4   The communications strategy is for the whole organisation and provides the framework for communications for the next two years.

2   Responses

2.1   There was a cross section of responses both from individuals and teams. It was encouraging to have team responses from key front-line, face to face communicators, namely Planning and Education and Outreach, as well as key facilitators of internal communications such as Human Resources. Individual responses were received from Members and staff.

3   Key points raised

3.1   Overall the responses received were largely positive and supportive of the need for a strategic approach to communications. They recognised the need for speaking with one voice and understood that engaging with our audiences is good for our reputation as a listening organisation. Respondents understood their role in this and offered continued support for delivery.

3.2 The principles of good communication, including the use of plain English and key messages were also welcomed; noted is the positive role that planning plays and the need to emphasise that through key messaging.

3.3 Internal communication and how we communicate with each other was highlighted; with some simple principles for this suggested. Support was given to the idea to train and develop staff and Members in plain English skills, along with new methods of communication, to help with service delivery.

3.4 Developing communications with a small team from a cross-section of the organisation, to ensure ownership was suggested. This supports the idea of 'communications champions' set out in the draft strategy and will be a good reference point for the development of some of the principles set out in the strategy.

3.5 Improving links with Parish Councils and communities was highlighted as an area we must not lose sight of, suggesting that Rangers continue to forge good relationships by working with Parish Clerks to attend meetings as appropriate.

4 Next steps

4.1 An action plan has been developed for 2015/16 supporting both the Communications Strategy and the Business Plan. This primarily focuses on:

- Supporting staff and Members to develop new communications skills (e.g. social media, plain English)
- Internal communication
- Engaging with communities (by supporting Members)
- Media forward planning
- Developing social media to widen our reach to new audiences
- Reviewing and strengthening our brand

4.2 Plans for a new website will be developed, led by communications and ICT in consultation with service leads. This project will be delivered over the next year, with a view to a new website being launched Spring 2016.

4.3 A 'communicator's reference group' will be formed from a cross-section of the organisation. This group will be used as a 'sounding board' to help inform and shape the development of the communications strategy and plans. It will initially run for a year, evaluating with them at the end of the year how successful this approach has been.

SAM HILL

Attachments: Appendix 1 – Communications Strategy 2015-2017

20150501 SH Communications Strategy

Dartmoor National Park
Our Communications Strategy 2015-2017

*Good communication is not simply telling people what we do;
it's two-way, based on conversations, engaging and listening*

1 Introduction

The image that an organisation portrays is the sum total of many parts; it is its reputation, its brand; its values and its culture – its personality.

The interaction we all have with people is key to our image and reputation. Our conversations and the service our customers receive from us will shape their impression of the organisation.

For an organisation such as Dartmoor National Park Authority there is an added layer of complexity; our relationships with partners, stakeholders, landowners, Government agencies, businesses and other National Parks; we can be many different things to different people.

Our Business Plan shares the vision of what sort of organisation we want to be:

We are an enabler and advocate for Dartmoor National Park; working with others to deliver a National Park that is thriving, inspirational and valued by all.

Do we convey the passion we have for Dartmoor in the way we communicate with our audiences? How do we enjoy it and value it as a *special place* as much as our customers and stakeholders do?

How often do we *engage* with our audiences, or do we just tell them?

This strategy will help to start to develop an approach that addresses these questions. It will underpin our organisational priorities and support the delivery of our Business Plan, linking the themes *Sustain, Enjoy* and *Prosper* through the integrated delivery of communications.

It sets out how we will listen and engage more with our audiences and support everyone to play their part. It will support a conversational approach to communications, using a range of methods and tools to do this and build good relationships with our customers.

We must plan our approach to communications as an organisation - better collaboration between teams ensuring our narrative is consistent and portraying our key messages.

Ultimately we must ensure that we are all sharing the same vision, aligning everything we do with Dartmoor the place.

This strategy sets out the framework for this, with a direction of travel for the next two years.

2   Our outcomes and aims

Why is good communication important? In our case it helps people understand what we do and why we do it. It helps develop an appreciation of our work and keeps our profile raised. This is important – especially in an age of austerity where we need our role to be valued.

Our Communications outcome is:

- For people to *value* and *support* the work we do; by understanding what we do to help Dartmoor thrive as a unique, living, working landscape

We will do this by:

- Engaging with our communities and stakeholders, maintaining good relationships
- Developing a good reputation as an organisation that listens, understands and acts

Our communications strategy aims are:

- To support staff and Members to feel confident to deliver high-quality two-way communications, that are audience appropriate and in-line with our priorities
- To ensure, through our key messages and narrative, our audiences understand the work we do and how it contributes to keeping Dartmoor the special place it is; this includes the positive role planning plays
- To promote Dartmoor *the place* and help people to understand why it's special, to value it and enjoy it
- To communicate as an organisation with one voice

3   Our current position and relationships and reputation

Day to day people are doing excellent work both at engaging with our audiences and managing our reputation, based around shared interests and outcomes with a clear understanding of each other's priorities.

However, communications can still be very operational and output based, with no clear strategy with regard to an organisational 'narrative' or proactively managing the organisation's reputation - the golden thread that pulls everything together in a coherent and cohesive way. This helps our audiences understand the context of everything we do and why we do it.

There are pockets of excellent work we do, that we should be more confident about sharing. If we are to encourage people to engage and value what we do then we must be more proactive in doing this.

Good communications is everyone's job; we are all ambassadors for our organisation. The contact that we have with people will shape the opinion they have of DNPA and what we do.

We all do a great job and we should be proud to share and talk about that with everyone we engage with.

What residents think

Good two-way communications reflects directly on our reputation.

Survey results from our customers and residents paint an interesting picture as to how well people were informed and engaged with.

Our Residents Survey (2013) revealed some interesting findings from a communications point of view:

If the two most popular sources of finding out about the work we do are the local media and friends and neighbours, then **66%** of our residents are finding out about what we do through a third party. We work hard to enjoy a good relationship with the local media, but this approach to communication is very one-way that can be subject to distortion.

However, if we are to develop a greater understanding about what we do, we should be seeking to improve on the results below:

- 55% feel either very well or fairly well informed about our work
- 34% agreed that we "respond in a timely way when contacted".
- 37% agreed that we "listen and respond to residents' opinions".
- 21% feel that they can influence decisions affecting their local area that is currently the responsibility of the National Park.

On a positive note 77% were satisfied with the way we run things and 98% said they were satisfied with Dartmoor as a place to live.

Results from the survey of users of our Planning Service paint a good picture as to how our customers view the service, with 89% of them stating that they are happy with the service.

Good two-way communication will play a large part in how satisfied our customers feel about a service such as planning. This then may in-turn have a direct impact on the conversation they might have with friends and neighbours about us.

How can we build on these figures and have more of a direct dialogue with our communities? How can we ensure people make the connection with the satisfaction they have with Dartmoor as a place to live and what we do?

What we think

Our 2014 staff and Member surveys on communication are a good self-reflection on our current position:

- 100% thought we had a good reputation with other organisations with an interest in Dartmoor
- 41% thought that our reputation was damaged as we were seen as 'controlling and authoritative'
- We had a 'top three' of our strengths being
    - Developing good partnerships
    - Carry out good conservation work
    - Strongly associated with Dartmoor the place
- 81% thought our main weakness was a lack of public understanding about what we do

- 71% thought a mix of engaging and listening to help people understand the value of what we do was the reason why good communication was important
- 81% thought our website was our most important communication tool

There were also some very constructive comments ranging from the importance of engagement and building relationships, to greater use of social media and a less scattergun approach to our messages.

LGA Reputation Guide

The Local Government Association [LGA] sets out a clear plan for how an organisation can improve its reputation.

Reputation is built on three things:

- what people say about you;
- what you say about yourself and
- how your actions and behaviours reflect what you stand for

The first one is, of course, affected largely by the other two. It is therefore essential that we are clear about what we stand for and how we communicate and share our vision. If we are not clear about this, how can we expect residents and stakeholders to understand?

Three big issues have been identified as being crucial to a good reputation. They are:

- Leadership: having clarity about what we stand for and make sure it is understood by the whole organisation
- Brand: having a clear sense of purpose and believing and living your values
- Strategic communications: having the right skills to improve your reputation.

While it is primarily focussed at local government the issues identified can be equally applied to any publicly funded organisation.

4   Our audiences

If we are to develop a more two-way approach to communications then it is important to understand who our different audiences are.

There is no such audience as 'everyone'; 'everyone' can be broken down, targeted and communicated with appropriately. They are all, however, our *customers*.

Day-to-day we all communicate with our different audiences that can be roughly split into the following groups:

Our people: e.g. staff, Members, volunteers

Our communities: e.g. town and parish councils, geographical communities, community organisations

Our communities of interest: e.g. farming, commoners, business, education

Our partners: e.g. partner organisations, funding partners, media, public sector organisations, other National Parks

Our visitors: e.g. local, holidaymakers, partner organisations

Our non-users and hard to reach groups: e.g. people with health problems and disabilities, minority ethnic groups, people who target Dartmoor for anti-social behaviour

Our policy makers, shapers and funders: e.g. LEP, Local MPs, Government departments, sponsors and donors

It is important to remember that we are competing with many other organisations and individuals for our differing audience's attention. Therefore, what we say must be targeted and meaningful.

5   Our approach

We all have a responsibility for good communication.

Communication should be at the heart of what we do; strengthening our relationships with our audiences and helping them understand what we do and why we do it.

Our 'conversational' approach:

Adopting a two-way, conversational approach to how we communicate is simple. We all know how we feel about an organisation that has given us a good customer experience, or what it feels like to be ignored. By treating people [including each other] how we wish to be treated in our everyday approach to communications, they will feel they have been listened to and communicated *with* rather than *at.*

Face-to-face is always best for good two-way communication, but as we are not always able to do that, think about the using the same principles in whatever method we use; respond to people promptly, don't ignore them, we wouldn't if we were talking to them.

Our principles of good communication and engagement

- We are not a faceless corporate organisation and should not communicate as such; face-to-face is always best
- Communications must be targeted and audience appropriate, based on how people wish to be communicated with
- We must ensure we provide, where appropriate, the opportunity for our audience to engage with us
- We must understand our audiences and respect that they are not all the same
- Key communication must be planned and support our narrative
- We must always use the principles of plain English and avoid jargon. http://www.plainenglish.co.uk/free-guides.html
- We will be clear about how people can be involved, and ensure that our processes are understandable
- We will be open about what can and cannot change and why, and ensure we provide information to help people understand
- We will be responsive to peoples' concerns and demonstrate how we have listened to these concerns in our decisions

- We will communicate our decisions clearly

Using these principles to guide how we communicate will help us to think about the use of the word 'Authority'. We are a statutory authority, and as such, need to use the word in relation to our powers and in our formal communication [e.g. letterheads]. However, thinking about our audiences and how we communicate with them may mean that we do not always have to announce ourselves as an authority in our more conversational approach to communications.

6　Our key messages

Aligning ourselves with Dartmoor *the place* and the emotional response it evokes with people will strengthen the connection made between the work we do and the place they love.

Having key messages will help form the framework of our 'narrative'. They underline our vision and are linked to our ambitions in the Management Plan.

Our narrative is the 'golden thread' that helps people to join up and understand everything we do. For example, helping them to understand the importance of planning on Dartmoor is just as valuable as the work the rangers do; both are contributing to keeping the landscape special.

All the work we do and why we do it is reflected through our key messages; our communications should be echoing these either informally or formally.

Our overarching message is our aim in our Business Plan:

Dartmoor is our passion. We are an enabler and advocate for Dartmoor National Park; working with others to deliver a National Park that is thriving, inspirational and valued by all

Our key messages:

Long message	Short message
We are a champion for Dartmoor and its communities	A national voice for local issues
We work hard to protect and conserve the cultural heritage, landscape and wildlife	Conserving for future generations
We pro-actively manage planning to meet local need and support the economy	Development that's good for Dartmoor
We support a diverse, resilient economy that contributes to, and sustains the special qualities of Dartmoor	Supporting the rural economy
We understand the challenges of living and working on Dartmoor	Dartmoor is a living, working landscape
We want people to enjoy Dartmoor as much as we do, it's a very special place	Enjoy Dartmoor - it's a special place
We are a listening, open and transparent organisation	Listening and balancing our decisions
We want to actively involve and work with partners and communities to understand,	We are stronger together working in partnership

conserve and manage the National Park	
We do not 'own' Dartmoor, we work with landowners to keep the landscape special	Managing the landscape with landowners
Dartmoor is one of the Nations family of National Parks – providing Britain's Breathing Spaces	Dartmoor, one of Britain's Breathing Spaces

7   Our success

If our communications outcome is:

- For people to *value* and *support* the work we do; by understanding what we do to help Dartmoor thrive as a unique, living, working landscape

By:

- Engaging with our communities and stakeholders, maintaining good relationships
- Developing a good reputation as an organisation that listens, understands and acts

Then our progress against these must be regularly reviewed using a range of hard and soft measures.

Our hard measures will be built into our annual performance indicators and will be a year-on-year:

- Increase in engagement in our social media channels: likes/followers/shares/views/comments
- Monitoring media coverage in our local media
- Decrease in complaints
- Increase in unique visitors to our website and increase in engagement on our new pages
- Increase in customer satisfaction in our surveys with:
    o Planning
    o Residents
    o Visitors

In addition to setting annual targets we will also evaluate:

- How well informed and how well listened to our residents feel, through our residents survey [every three years]
- Our customers, through developing customer profiling. This will be delivered through a joint visitor survey with the National Trust
- The quality of face-to-face contact we have through frontline services such as planning, outreach and visitor centres

Our soft measures will be:

- Members and staff are well-informed, confident communicators who engage with their audiences, sharing a **vision** not a purpose
- Our reputation is improved with our key audiences
- The value of our work is understood and recognised

We will also re-run our communications survey at the end of the strategy period to see if we think we have changed for the better.

8   Our two-year plan - achieving our objectives

Our two-year plan will set out how we can work towards achieving our aims.

Much of this will focus on setting down firm foundations that we can build on and will begin with our most important asset: our staff, members and volunteers.

The plan uses a combination of push and pull communications techniques; continuing to develop and use a range of tools to communicate, but adding into this a means for communication to be two-way and engaging, 'pulling' our audiences closer to us and what we do.

Our people

If we want to be more conversational in our approach to communication, then we need to ensure that our people are equipped with the right skills and tools to be able to confidently do this.

We also need to ensure that our people feel they are adequately communicated with by the organisation they represent. Internal communication is just as important as external and must adopt the same two-way approach.

There are some excellent examples of good practice that can be shared, as well as staff and members who have requested support to gain a better understanding of how to engage and use different communication techniques.

Our people are our most valuable asset, supporting them will underpin the rest of our strategy and plan.

Our people plan is to:

- Set up a staff and member communications reference group. This group will be a key sounding board for the development of two-way communications and will act as 'eyes and ears' with regard to feeding back how we are doing
- Develop a short programme of staff and member training sessions. Sessions could include:
    - o Social media
    - o Presentation skills
    - o Writing for the web
    - o Understanding your audience and how to engage with them
    - o Promotion and marketing
- Develop some simple principles for customer service and communication, including:

- o Email protocols
- o Internal communication
- o Customer service principles
- Investigate developing a simple package of 'benefits' for our volunteers, to include:
  - o Updated 'welcome pack' to include Enjoy Dartmoor, letter from Chairman, volunteer e-news sign up and other information to make them feel part of the team
  - o Staff discount on goods in visitor centres

Our communities and communities of interest

If we are to engage with our customers more and ensure a better dialogue with our residents then we have to appear to be more visible. We have to ensure that residents and community organisations feel that we are more of a listening organisation and that they know how they can influence the work we do.

We are currently represented at Parish Council meetings either through our members or staff. However this does not reach a large majority of our residents.

Our community plan is to:

- Support members to be advocates for Dartmoor National Park in their communities. Ensure they are equipped with the information and tools they need to be able to do this.
- Work with the planning team to develop a greater understanding of the service by its customers, communities and staff, supporting our principles of communication.
- Work with the Education and Outreach team to understand our different community audiences and work with them to develop a plan with regard to how we connect and engage with them.
- Develop a 'virtual community' to reach out to new audiences. This could be either through the re-development of our website or through the use of social media [which may be more effective].
- Review our approach to the Dartmoor Forum; building on our pilot approach to having smaller targeted events based on communities and communities of interest, e.g. business, Parish Councils.
- Develop a better relationship with parish magazine editors, building on the success of the ranger column by rolling it out to more locations. Working with a well-respected community information source, rather than replicating information ourselves.
- Review and refresh our approach to e-newsletters, ensure they are providing customer focussed content that is targeted and measured. Developing a Customer Relationship Management [CRM] approach to our e-communications rather than broadcast. Promoting sign up through our social media channels and website.

Our partners

We are fortunate that we enjoy relatively good relationships with many of our partners, based on mutual understanding and shared objectives. We have developed a good face-to-face approach to communications and are well respected for that approach.

However, some of our partnership relationships could be better; possibly because of years of misunderstandings around expectations of us, but in reality we are not sure. Developing better relationships based on a shared vision with our partners will build firmer foundations for us to work on.

Our partner plan is to:

- Support better two-way communication around the Dartmoor Management Plan; ensure successes are celebrated and shared between partners. Support the development of a communication plan to regularly engage and inform.
- Develop new ways to communicate collaboratively about what we do *together* for Dartmoor
- Develop excellent media relationships with key spokespeople for the organisation. We will:
    - o Develop an online 'media centre' with changing information, facts and figures, how to film on Dartmoor [including charges], low res photo gallery, consistent approach to news releases
    - o Identify and develop the roles of key spokespeople to make them more visible representatives of the organisation. E.g. Chairman, Chief Executive, Directors, Heads of Service along with our specialists; support with media training if needed
    - o Develop a media forward plan to support a planned approach to media engagement
    - o Seek out new media partners to work with, alongside our current ones

Ultimately we should not be competing for coverage with our partners, but collaborating in telling a story.

Our visitors

Dartmoor is a fantastic visitor destination; 2.4 million people each year visit providing a welcome boost to the economy.

Our role is to ensure that people who visit enjoy the moor in a managed way, supporting the infrastructure and providing information to ensure the working landscape is looked after.

We will also support the promotion of destination marketing by providing a range of tools to share, either virtually through social media and our website, or through our promotional material such as Enjoy Dartmoor.

Our visitor plan is to:

- Work with other organisations with an interest in Dartmoor as a visitor destination, to develop a shared vision/strategy

- Start the visitor experience before they come to enhance and *manage* it. This will be not only about helping them enjoy Dartmoor, but about enjoying it in a sustained, managed way.
  - We will create a 'virtual visitor centre' as part of our website re-development: advice; postcard films; suggested walks and ideas on what to do; clear walking, cycling, camping guidelines; plan your next visit scrapbook. Use the knowledge and expertise of our visitor centre staff to reach new audiences.
  - Develop a range of supporting materials to help visitors understand more about the special qualities of Dartmoor, enhancing their visit and enjoyment
- Set up and use a range of social media tools to create sharable content. Initially use Facebook and Instagram to enhance our film offer and use the photos that are already being shared. Develop viral campaign linked to 'Love your National Parks' – 'Love Dartmoor'.
- Develop a Love Dartmoor photo competition for a calendar, share via social media and partners, sell in our visitor centres [calendars are top sellers]
- Develop the Dartmoor Story brand. The Dartmoor landscape and heritage is an important part of our offer. Develop a clear brand that links all the elements together, for use by our partners and for us to help people understand the Dartmoor Story.
- Review our signs at main entry routes into the National Park and from key transport routes

Our visitor plan should support the promotion of the place, enable a better understanding of it as a special place and support the management of the infrastructure.

Our non-users and hard to reach groups

Communicating with hard-to-reach groups should be integral to all our communications. We must ensure that they have equal opportunity to engage with us and be listened to, with particular emphasis given to our consultations.

We will work with the Education and Outreach team to develop some simple guidelines to consider when doing this.

We will also work with our Rangers to consider how we develop ways to engage with people who use Dartmoor in an anti-social way. These are one of our hardest to reach groups as they demonstrate, though their actions, a lack of understanding about the special qualities of the moor.

Our policy makers, shapers and funders

Our product is Dartmoor National Park, we don't own it, but it is a valuable asset, part of a wider UK National Parks brand.

Telling the Dartmoor Story whether it's through interpretation to celebrate our ecology and past; or through information and briefings to celebrate the environmental and economic value to the UK, is important to gaining a greater understanding of the *value* of what we do.

It is also an important asset with regard to potential sponsorship and income generation.

Our plan is to:

- Support the increased need for a joined up approach to national communications and a collective National Parks 'voice' through increased engagement with other National Parks and working with National Parks England
- Support the development of a UK National Park commercial 'offer'/brand for sponsorship partnerships
- Develop our own local approach to sponsorship and advertising, through our sponsorship policy and a clear development of our 'offer'. Working in tandem with national approach
  - Use more of our assets to generate income, eg visitor centres, car park tickets, website and vehicle advertising
- Scope the potential for developing alternative funding streams through 'friends' schemes, business volunteering/team days and philanthropic giving
- Develop the 'Dartmoor portfolio' a suite of good quality material with a standard look and feel, presenting key facts and figures and information. From the weird and wonderful through to customer insight and economic benefit.
  - Support the development of the Economic Prospectus as part of this

9 Our supporting communication tools

Outlined below are some of our key 'tools' needed to support our work. However, it's important to note that our most important communication asset is our people and the list below is not finite.

Website

Our website is one of our primary communication tools, our window to the world on Dartmoor and what we do.

Our current website was updated a few years ago with regard to its look and feel, but is running on coding that is almost ten years old. It has become cumbersome to maintain, has far too much content on it, which is not based on our user needs, making it difficult to navigate.

Our customers have expectations of the online world that we are struggling to meet. Content must be brief, easy to find, dynamic and what *they* want not what we want.

The recommendation is that a new website is developed. This will be our main investment in communications and will underpin all the recommendations in our communications strategy.

Social media

Social media is a very conversational communications tool. It enables our audiences to engage with us at a time that's convenient for them. It creates content that people can share and gives us the opportunity to reach out to new people and join in conversations.

These days it is not just the domain of teenagers; with the more popular sites such as Facebook, You Tube, Twitter and Instagram being widely used by all ages.

For example our followers on Twitter include MPs and their researchers, DEFRA and other Government department officials, partner organisations and the media.

Smartphone penetration in the UK is now at 72%, with many people using them to access social media. Tablet ownership in the UK is now over 20 million, with tablets forecast to outsell laptops and PCs in the next few years.

You Tube has 38 million people viewing online content per month in the UK. The UK is the largest consumer of online film in the world. 86% of 18-34 year olds are using You Tube as their primary source of viewing [not TV].

Facebook has 757 million active daily users with 500 million accessing through their smartphone.

We have developed a corporate Twitter account and a ranger Twitter account, for direct instant communication and sharing content.

Corporately we will develop promotional channels such as Facebook and visual ones such Instagram and Pinterest, to share our content and You Tube films, to reach out and engage with new audiences. We will also work with teams to investigate how social media can be used to engage with their audiences.

We should all feel confident about engaging with our audiences using social media as a 'tool' to support specific areas of work; considering it as part of a 'mix' of communications methods to use.

Communications team

The communications team will support the delivery of this strategy, enhancing and developing their skills to do so. They will use this strategy as the framework for their work programme and forward plan, ensuring that our narrative is woven through everything we do.

They have the expertise to support and help us reach our target audiences and can support staff and members to achieve a two-way approach to engaging with them.

The skills you can expect from the team will support our principles of good communication and engagement and are grouped around these main areas:

- Understanding the best way to engage with your audience
- Editorial [web and print], media and public relations, plain English, 'tone of voice'
- Customer relationship management [CRM], marketing, promotion, income generation and sponsorship
- Brand values, creative development of key projects, interpretation, design
- Managing the website and content, social and new media [ICT to provide technical support]
- Evaluating and measuring the success of communications campaigns

For this to be most effective, they should be consulted with as early as possible to help develop the most appropriate approach for your audience.

Our brand

Visual branding incorporates a number of elements, as outlined in our brand guidelines and is an important contributor of people's image of us.

Our brand identifies us with what we do and associates us with Dartmoor the place. We should be proud to use it and we should use it whenever we can in accordance with our guidelines. It helps people understand the breadth of work we are involved with, both independently and with our partners.

We will review our stationery to see if we can make more of our brand and the visual link with Dartmoor.

Using the word 'authority' in our day-to-day communications is not always necessary. Our brand guidelines will be amended to include guidelines when we use this word.

We will also develop guidelines for The Dartmoor Story that will complement the use of our own visual brand.

DARTMOOR NATIONAL PARK PLANNING AUTHORITY

1 May 2015

**TREE PRESERVATION ORDERS AND SECTION 211 NOTIFICATIONS
(WORKS TO TREES IN CONSERVATION AREAS)
DETERMINED UNDER DELEGATED POWERS**

Report of the Trees and Landscape Officer

Recommendation : **That the decisions be noted.**

TREE PRESERVATION ORDERS

Teignbridge

Ref: 15/0006   Bossell Park, Buckfastleigh   SX 7374 6595

Application to fell a horse chestnut tree. The tree is in very poor condition with a short life expectancy. Consent was granted subject to the following conditions:

1. Five working days, notice to be given to the Authority prior to the commencement of approved works.
2. Replacement planting of one standard English oak tree within the crown spread of the originals during the first planting season following felling.

West Devon

Ref: 15/0007   Fanydale, Hoo Meavy   SX 5269 6562

Application to reduce the length of two extended branches on an oak tree. The works are minor and will have minimal impact on the health or appearance of the tree. Consent was granted subject to the following conditions:

1. Five working days, notice to be given to the Authority prior to the commencement of approved works.
2. All works to be carried out in accordance with British Standard 3998:2010 Tree Work – Recommendations.

SECTION 211 NOTICES

Teignbridge

Ref: 15/0005   Royal British Legion, Ashburton   SX 7559 6974

Notification to re-pollard two maple trees. The works will have minimal impact on the character of the Conservation Area.

A Tree Preservation Order has not been made.

West Devon

Ref: 15/0004   **Holmes Field, Sticklepath**   **SX 6421 9417**

Notification to fell a sycamore tree. The tree is in poor condition and is damaging an adjacent building.

A Tree Preservation Order has not been made.

Ref: 15/0008   **The Coach House, Lydford**   **SX 5099 8474**

Notification to reduce two yew trees and coppice a third yew tree. The works will have minimal impact on the character of the Conservation Area.

A Tree Preservation Order has not been made.

BRIAN BEASLEY