

Exmoor National Park

Communications Strategy

2025-2030



Objectives

- Increase awareness of Exmoor National Park and its special qualities.
- Inspire people to connect with, engage with, and care about Exmoor.
- Increase understanding of the purposes of Exmoor National Park Authority and engagement in the work of the National Park Authority to grow appreciation and support for strategy and decisions.
- Increase awareness and understanding of key Exmoor National Park Authority themes and priorities within 'Team Exmoor'

Key messages

Exmoor is one of 15 UK National Parks - special places for nature and for all to access and experience.	Exmoor is an inspiring and rich landscape. It has changed over the centuries - and will continue to change into the future.
Exmoor is a place for people to connect with nature, heritage and landscapes.	We're working together for a more nature-rich Exmoor.
Exmoor is a breathing space for the nation, providing a natural health service.	Exmoor is a place full of opportunities for exploration and discovery.
We're a living landscape, home to people and businesses.	Exmoor is a place for us all to cherish and care for.
We're tackling the challenge of Climate Change.	We are champions of Exmoor. Exmoor National Park Authority Members, volunteers and staff are all part of Team Exmoor.

Our approach

<p>Pro-Active</p> <p>In the first instance we aim to be pro-active using a story led approach to share key messages to deliver our objectives or key campaigns.</p>	<p>Reactive</p> <p>Anticipating and reacting to breaking news stories, external events, and emerging issues and perceptions around the work of the Authority.</p>	<p>Crisis Communications</p> <p>Preparing for the unexpected when dealing with sudden and unforeseen major incidents or issues.</p>
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Our principles of communication

Digital First	United in our message	No assumed knowledge
Lead the story	A listening organisation	Collaboration
Embed our values and cross cutting themes	Focused and creative	Leading by example

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1. Introduction

Exmoor is one of 15 National Parks in the UK, designated in 1954 and renowned for its diverse landscapes, wildlife, cultural heritage and recreational opportunities. For over 70 years we have worked with partners and stakeholders to deliver the 'purposes' of the National Park. In this time there has been a desire to raise awareness of the role and work of the Authority as well as raising awareness and understanding of the National Park as a place and a designation.

Our work requires balance and collaboration to deliver our purposes. We are a small organisation, and a partnership approach is central to all we do. Two-way communication is therefore key. We have a challenge and an opportunity to develop a robust approach to communications to enhance visibility, understanding and support for Exmoor as a National Park and, the work of the National Park Authority.

National Park Purposes

- **To conserve and enhance the natural beauty, wildlife, and cultural heritage of the National Park.**
- **To promote opportunities for the understanding and enjoyment of the special qualities of the National Park by the public.**

In achieving the above purposes, the Authority has a duty to foster the social and economic well-being of local communities.

Our Mission Statement

Working Together for Exmoor

Our Values:



Communication Objectives

- Increase awareness of Exmoor National Park and its special qualities.
- inspire people to connect with, engage with, and care about Exmoor.
- Increase understanding of the purposes of Exmoor National Park Authority and engagement in the work of the National Park Authority to grow appreciation and support for strategy and decisions.
- Increase awareness and understanding of key Exmoor National Park Authority themes and priorities within 'Team Exmoor'

In fulfilling these objectives, we will better deliver against our statutory purposes and increase our influence amongst partners and stakeholders.

Outcomes

- Effective, timely, multi-channel communication outputs that support the delivery of National Park purposes and Management Plan objectives.
- Stakeholders, residents, visitors, opinion formers and policy makers are more aware of Exmoor and opportunities to benefit from its designation as a National Park.
- People are inspired to take action to conserve and enhance Exmoor



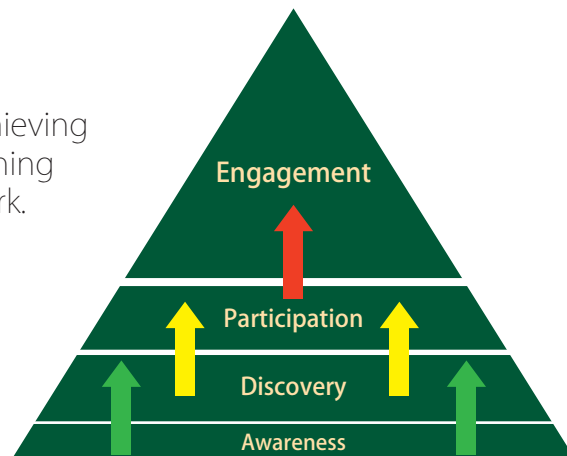
Our Strategy

This Strategy is for every one of us who works with or for the Authority. Members, volunteers, and staff all have a role in promoting the National Park and our organisation. The vision for the National Park, and how we work with local partners to deliver our statutory purposes and our shared objectives, laid out in the Management Plan, sits at the heart of all our communications.

The communications strategy sets out our direction over the next 5 years in how we aim to fulfil our communication objectives. Communications are a means to an end and so our Communications Strategy sits beneath other corporate plans and policies, while a series of Communication Advice Notes (CANs) are available to support implementation. Accompanying this strategy are our Corporate Identity Guidelines that help ensure our visual communication is consistent and well executed.



Communication is essential to achieving our desired outcomes and deepening engagement with the National Park.



2. Our Audiences

As a National Park we are a national asset and have a responsibility to the nation. To achieve our objectives, we need to identify specific audiences and means of communicating with them. There'll be many people that fall into two or more

these segmented audiences. All communications should be tailored to the relevant audience and use the appropriate channel to reach them, bearing in mind we are competing with many others to attract people's time and attention.

National Park Users

Residents and visitors to the area benefit from the recreational opportunities offered by Exmoor. There are an estimated 2.67m visitor days a year to the National Park (Exmoor National Park STEAM data 2023), made up of both day and staying visits. Visitors are drawn from all over the world to Exmoor, but around half visit from within the South West of England and a further 20 per cent from the South East. Over 60 per cent are aged over 45. Satisfaction is high with over 99 per cent rating their visit as good or very good and 96 per cent agreeing that the National Park seems well managed and cared for.

Farmers and Land managers

Agriculture, forestry and fishing accounts for 14 per cent of all businesses on Exmoor and 9 per cent of employment. There is an intrinsic link between farming practices and the landscape of Exmoor which has evolved over the last 8,000 years. Land management is key to delivering many of the objectives in the Exmoor National Park Management Plan.

Communities & Residents

Exmoor is home to c. 10,000 residents with almost twice the proportion of over 65's and almost half the proportion of under 18's as the UK average. While many can trace their roots on Exmoor back over several generations, others have relocated to the area, often in retirement or to pursue a business opportunity.

Over 60 Parish Councils (including those that straddle the boundary) cover the National Park as the most local form of government, acting as voices for their communities.

There is also a substantial population living within Greater Exmoor (all parishes within 10 miles of the NP). While not residents, they are an important sub-group of National Park users, that encompass both national and local considerations in messaging.

Businesses

There are around 1,300 businesses operating within the National Park. They are mostly micro in size with less than 4 paid workers per business on average, and over 25 per cent of people are self-employed. Approximately two thirds of businesses and employment are in tourism, retail, hospitality and leisure.

Partner organisations

Partnership work is central to all we do. Partners include:

- Central Government – We are accountable to the Department for Environment, Food and Rural Affairs but have links to other departments (e.g. the Ministry of Housing, Communities and Local Government on planning and Department for Culture, Media and Sport on tourism).
- **Statutory organisations** such as Natural England and the Environment Agency.
- **The National Park Family** including 14 other UK National Park Authorities, UK National Parks Communications team, National Park Partnerships and National Parks England. We also partner with other protected landscapes such as neighbouring National Landscapes (formerly known as Areas of Outstanding Natural Beauty).
- **Local Authorities** including Somerset Council and its Local Community Networks, North Devon Council and Devon County Council.
- **National charities and voluntary organisations** such as the Campaign for National Parks, National Trust, RSPB, National Farmers Union etc.
- **Local and regional organisations** such as thematic sector groups (e.g. Exmoor Hill Farming Network and Visit Exmoor), conservation charities (e.g. Exmoor Society and Wildlife Trusts), community groups and local campaigns (e.g. climate action groups, Plastic Free etc) as well as education partners such as schools and colleges.

Team Exmoor

ENPA staff, Members, and volunteers all need to be informed and engaged at all levels with the strategic work of the Authority. The National Park Authority employs approx. 70 full time equivalent staff (made up of a combination of roles including core staff, seasonal and project-based roles), governed by 22 Members and supported by up to 200 active volunteers.

Exmoor supporters

These may be visitors, residents or non-visitors who proactively support the work of the National Park Authority, whether through sharing our messages, donating to CareMoor for Exmoor or advocating for our work.

Under-served audiences and potential-visitors

This includes those who have not visited Exmoor, as well as those that face particular barriers / challenges in accessing the National Park (including socio economically underprivileged groups, ethnic minority groups (also known as global majority), those who are isolated or with limited mobility and young people).

Thought leaders and influencers

This includes the press / media, academics, individual politicians, and advocates / campaigners as well as social media influencers.

Critics

We recognise that not everyone will be happy or even ambivalent about our work. Some of our work touches upon sensitive issues, where there are some strong viewpoints. Critics can be found in many of the above audiences.

3. Our key messages

These are our core messages as an organisation. They will rarely be used verbatim or as a whole collection, but our communication outputs should help us to convey one or more of these key messages and we should be considering whether there are appropriate opportunities to weave any of these messages in.

Theme	Primary message	Secondary message
A National Asset	Exmoor is one of 15 UK National Parks - special places for nature and for all to access and experience.	Exmoor is nationally significant. It is mostly privately owned with significant public access. It takes a collective effort to care for this precious landscape.
Connecting People and Nature, Heritage and Landscapes	Exmoor is a place for people to connect with nature, heritage and landscapes.	Not everyone is able to connect with nature in Exmoor, and we are working together to remove barriers and support more people to do so.
Natural Health Service	Exmoor is a breathing space for the nation, providing a natural health service.	Our landscape supports people's physical and mental health and wellbeing.
Sustainable communities and local economies	We're a living landscape, home to people and businesses.	We support our communities to benefit from our designation, overcoming challenges together.
Responding to Climate Change	We're tackling the challenge of Climate Change.	We are taking positive action to limit climate change and ensure Exmoor is resilient and thriving now and in the future.
Nature Recovery	We're working together for a more nature-rich Exmoor.	Nature on Exmoor, as everywhere, is facing immense challenges. We're working with partners to make positive changes for Exmoor's wildlife and habitats.
Landscape and heritage	Exmoor is an inspiring and rich landscape. It has changed over the centuries - and will continue to change into the future.	We want to care for and share Exmoor's unique landscape and history, telling the story of how people have lived and worked here over time.

Theme	Primary message	Secondary message
Recreational opportunities	Exmoor is a place full of opportunities for exploration and discovery.	We are committed to maintaining and enhancing the infrastructure and the opportunities for everyone to enjoy Exmoor.
Encouraging involvement	Exmoor is a place for us all to cherish and care for.	Whether you live, work or visit here, there are opportunities to help keep Exmoor special, from volunteering to learning, sharing or donating.
Exmoor National Park Authority	We are champions of Exmoor. Exmoor National Park Authority Members, volunteers and staff are all part of Team Exmoor.	We listen to our communities and partners, and we bring people together and find solutions. Our Management Plan is a partnership plan for the area.



4. Our Approach

Our approach is designed to foster positive, ongoing engagement (including both listening and sharing) with our stakeholders, while also responding to emerging issues. We will build on what works, while trying new approaches on a 'test and learn' basis.

We seek to balance proactive and reactive communications to deliver our objectives, acknowledging the dynamic nature of public engagement. While proactive communications help set us to the narrative, reactive communications ensure that we remain responsive to emerging challenges and/or opportunities.

In delivery we aim to integrate these two aspects with consistent messaging to ensure we are both forward looking and as prepared as possible for the unknowns.

Pro-active

In the first instance we aim to be pro-active using a story led approach to share key messages to deliver our objectives or key campaigns (e.g. CareMoor).

This is a whole team effort to identify relevant stories and issues, and to determine the best means of communication to reach the appropriate audience(s).

This approach allows us to shape perceptions, build our brand identity (guided by our corporate identity guidelines), and promote our work.

- **Story gathering:** Seeking out stories and content that illustrate our key messages in an engaging way for target audiences.
- **Content Creation:** Developing content in different formats for different channels such as videos, web stories / blogs, social media posts, press releases and publications. This will include ongoing communication themes, as well as those aligned to key campaigns or projects. We will take a 'sense of day' approach to our messaging, aligning with national conversations on key topics such as climate change, nature recovery, and enhancing inclusion and diversity, and linking in with significant partner initiatives and national themed days / weeks.
- **PR and Media:** Building relationships with key media and press channels, as well as influencers, within the area / sector to secure coverage and promote relevant stories.
- **Public engagement:** Ensuring all those with an interest in Exmoor can contribute to our work, shaping our approach to key issues and taking a sense of pride and ownership in the future of Exmoor. This could include consultations, surveys, forums and workshops amongst others.
- **User Information:** Helping those using the National Park, or the services of the National Park Authority (whether as a resident, visitor or business) to access key information.



Reactive

We also need to be able to anticipate and react to breaking news stories, external events, and emerging issues and perceptions around the work of the Authority. Through this we aim to manage risks, address concerns, and provide clarity when unexpected situations arise.

- **Engagement and Feedback:** Monitoring social media, forums, and other feedback channels to respond to questions, concerns, or misinformation in a timely manner
- **Reputation Management:** Addressing negative media coverage, online criticism, or public concerns through timely, factual, and empathetic responses to maintain our credibility and reputation. We will respond to criticism positively and objectively
- **Media Monitoring and Analytics:** Keeping track of ongoing media trends and mentions of Exmoor to stay ahead of emerging narratives and respond proactively if necessary.

Crisis communications

The Authority may face challenges when dealing with sudden and unforeseen major incidents or issues that could lead to significant reputational damage. It will need a robust approach to crisis communications in order to manage these and limit negative impacts.

In a crisis or emergency people will be seeking reassurance, information, advice and may be wanting to get involved to help. Poor communication can lead to misinformation, fear, and potentially danger. At times people may look to the National Park Authority as a trusted and authoritative voice. We will need to be able to rapidly prepare key messages, designate spokespersons, and develop/deliver a clear and co-ordinated response.

5. Our principles of communication

Digital first

Our approach is 'digital first' to maximise flexibility, audience reach, cost efficiency, and sustainability (71% of UK adults consume news online and more than half of UK adults use social media for news – OFCOM, Annual Study, Sept 2024). There is a need to connect with our audiences regularly, as people's expectations to be informed and involved in the decisions that affect them has never been higher.

However, we are not digital only. We recognise there is not only a need, but also a value, in maintaining hard copy communications that might be to reach more people, target different audiences or to enable deeper engagement.

United in our message

We are all communicators and must play a part in presenting a consistent, professional face for the Authority, especially when speaking on behalf of the Authority. All our communications from ENPA should portray a united message. We want to increase the contribution that Members, Staff and Volunteers make to our communications, via both our own and external channels.

Communicating on behalf of the Authority and managing the Authority's reputation is the responsibility of us all. Every day we are in contact with residents, visitors, key stakeholders and influencers, employers, opinion formers and policy makers – our audience. Our actions are likely to have a far greater influence on perceptions than just what we say.

While there will be differences of views, discussion and debate amongst Members, staff, volunteers and those we partner with, when we communicate externally, we should be speaking together with the same message. If communicating in a personal capacity this should be made clear.

Visual elements should follow our Corporate Identity Guidelines and written work should follow our 'Tone of Voice' guide.

No assumed knowledge

Many delivering this strategy live and breathe Exmoor and the work of the Authority. But when communicating with others we should ensure that we provide relevant context and helpful explanations. We should also not assume that we know more than our audience - many of those we're communicating with will have expertise above and beyond our own in their fields of interest.

Lead the story

Our communications should be timely, and where appropriate allow us to lead our own stories. Information regarding the work of the Authority should come from us first, and we should be the first port of call for those seeking information. Key stakeholders (both internally and externally) should hear from us first, rather than through the media and timely communication to the media will help ensure the context of a news story from us is provided in full. There will however be times when it is best to say nothing.

A listening organisation

Communications is a two-way process. We want to engage, and not just broadcast. Several of our channels are set up to enable this and we incorporate first-person story telling where possible and appropriate.

We are committed to listening, learning and working together to deliver our National Park purposes and Management Plan objectives. We welcome input from all those with a passion for Exmoor. It is important to acknowledge those who have differing views to the Authority and we have practices in place to help us communicate with such audiences. Whilst acknowledging differing opinions, we apply proportionate officer time to address issues of misinformation.

Collaboration

Partnership delivery is key to achieving National Park purposes. Collaboration and co-creation are also central to our communications. There will be opportunities to support partners in amplifying their messages, as well as engaging partners to share our own. So far as possible we will make our communications assets, from copy to imagery and videos, available for partners to utilise.

Embed our values and cross cutting themes

While we are a small organisation we work across a broad agenda. We should seek to maximise opportunities to share our core messaging in all communications work while embedding our organisational values and cross cutting themes such as responding to climate change and ensuring equity and inclusion.

Focused and creative

While we are funded to look after Exmoor on behalf of the nation, we cannot be all things to all people. We need to focus on our core remit, corporate priorities and our Management Plan objectives to communicate effectively, without spreading finite resources too thinly.

We recognise we are competing with many other organisations and channels, so to be effective we will need to be creative, finding new ways of sharing our messages, cutting through and engaging our audiences. Advances in technology open many more opportunities and we will seek to maximise this potential. Our method of and style of communication should adapt to different audiences to ensure we are as inclusive as possible.

Leading by example





Where we are creating content that helps audiences follow rules and avoid risky situations, we will always highlight the behaviour we want people to adopt, not just the behaviour we want people to avoid.

6. Our Channels

Several different channels, using differing media and approaches, are used to target different audiences. Many of these channels use third-party platforms and as such our channels change from time to time as new opportunities arise and other channels fade away.

While some channels (such as our corporate website) will be broad, targeting a range of audiences, others will focus on specific audiences with more targeted messaging.

Channel analysis is ongoing and dynamic and, as capacity and resources allow, we would like to eventually develop personas, to target key messages to different audiences.

 <p>Owned media</p>	<p>Website Centres Meetings & Forums</p> <p>E-news Publications Personal Comms</p>
 <p>Earned media</p>	<p>Media interviews Press coverage Social media influencers</p>
 <p>Paid media</p>	<p>Advertising Sponsorship Boosted posts</p>
 <p>Shared media</p>	<p>UK NP Comms Partnerships Social Media</p>

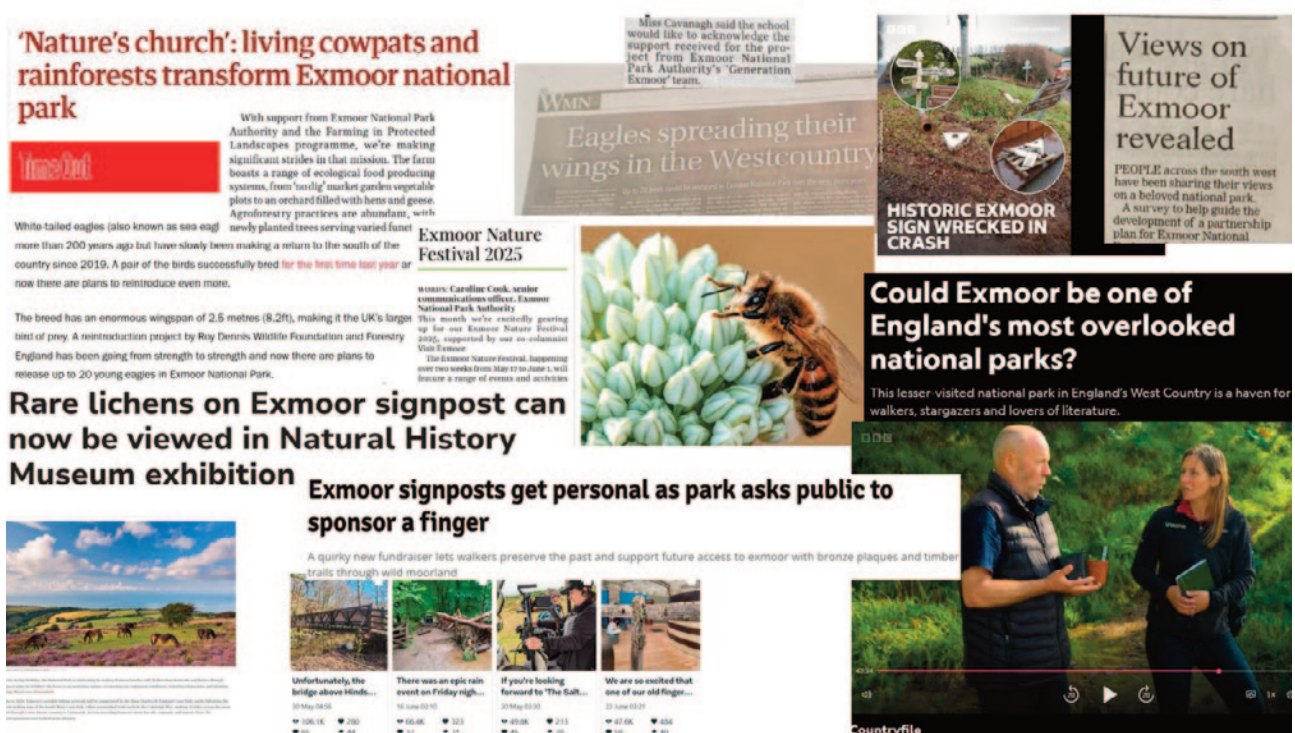
Appendix 1 provides a summary of our core current channels

7. Monitoring and evaluation

The fast pace of change in communications, particularly in relation to digital media, means that our approach will evolve over the life of this Strategy. We will use feedback gained during the life of this Strategy to adjust and further develop our approach.

We will measure our performance by:

- Total social media audience (followers across all channels)
- Number of media articles / interviews across international, national, regional and local outlets
- Percentage of positive, neutral, negative coverage
- Total website page views and unique users
- Total e-news subscribers
- Usefulness and quality of publications (from Visitor Surveys completed every 2-3 years)



Appendix 1

Communication Channels

ENPA Website

Purpose: Communication of core messages, and a repository for information and resources.

Our corporate website is a key communication tool, allowing us to reach broad audiences, and segment content relevant to different interests from residents seeking planning advice to visitors planning a trip. In the last year we received 652k page views, from 211k unique visitors. During the last year the site was redesigned, and relaunched in 2024, with enhanced functionality allowing us to better communicate into the future.

Actions:

- Continue to provide relevant and timely information
- Monitor long term trends and identify key actions to boost performance following recent redesign
- Update imagery to keep the site looking fresh, and to ensure all feel connected and welcomed to Exmoor.

Social Media Channels

Purpose: To reach, and engage with, a broad audience including local communities, visitors, supporters and potential-visitors.

Social media is one of the main ways we communicate with the public. We use it to reach more people, target our messaging and complement our other communication channels such as print, face to face, seminars and workshops.

Authentic and striking imagery drives high levels of engagement on our social media. We have an extensive media library of images which we make available to other organisations (on our ENPA Flickr and 'Exmoor Commons'), but also source photographs/video footage to keep imagery fresh and relatable.

We currently have a social media following of over 46k across our 6 primary channels. On most channels our audiences are skewed towards females (approx. 2/3 female to 1/3 male). Channels are evolving and we will keep abreast of changes and regularly review our use of specific channels. We have limited control over systemic changes to these channels, (e.g. changes to algorithms, or other external factors that shift patterns of use).

- **Facebook** - Our largest audience in terms of engagement and following is on Facebook and this is our overall priority for local and visitor messaging due to our demographic. We have 21.4k followers and annual reach of 2.5m with content interactions of 41.1k. Almost two-thirds of our audience are aged over 45. In addition to our main corporate account there are smaller accounts for specific areas of the organisations such as National Park Centres and some projects.
- **Instagram** - This is also a high priority channel, particularly for growing our under 45 audience and sharing video/quality photographic content. Current following is 8.5k and 16.6K reach, with 43.8 per cent of our audience under 45.
- **YouTube** Corporate videos are shared within our YouTube channel with just under 1k followers and almost 300,000 views. While it's a channel in its own right, we primarily use this as a tool for hosting and sharing video content, including within our website. We have just under 1k followers but in the last year 97 per cent of our watch time was from non-followers. A separate standalone account is used for sharing official recordings of Authority meetings. There is potential (resource allowing) to utilise YouTube shorts to reach younger audiences with dynamic content.
- **LinkedIn** is a new channel for us and priority to grow, with less than 1k followers currently. It is particularly relevant for communicating with partners within our sector, thought leadership and recruitment promotion.
- **X (formerly twitter)** - This was one of our original social media channels with a following of 12.8k, but it's becoming less popular as a platform (our following has reduced by c. 400 l nth last few months) and has relatively low engagement rates. It still has a value for connecting with media, local government and partnership channels (for example information during live events such as extreme weather incidents), but to manage the risks around the future of X we will ensure that we grow other social channels and use this channel more sparingly.

Emerging platforms

- **Blue sky** - Our following is currently low but slowly growing. This is seen by many as the new 'Twitter' since it was created by the original founders of the platform and some people are moving more towards it.
- **Threads** is the 'Meta' answer to X/Twitter. Analysis on popularity is limited as still in early stages, but it has a similar reputation to Bluesky albeit with a more visual slant. We are including it as a channel and our following is at almost 1.9k followers currently. Typically, 75 per cent of views are from followers with a further 25 per cent from non-followers.
- Other emerging platforms include '**Mastodon**' and '**Substacks**'. Where new channels emerge, we will reserve the @ExmoorNP handle while assessing their use to us long term. While **TikTok** is a globally growing platform and especially relevant to younger audiences it is not recommended for local government communications and is not permitted on government mobile devices due to the potential vulnerability of data. We therefore do not utilise this as a channel.

Actions:

- Focus on our priority channels of Facebook, Instagram and LinkedIn while maintaining a presence on other channels
- Continue to grow our channels to increase our reach with a focus on positive engagement.

- Maximise opportunities to convert social media followers to website visitors, whilst also balancing the content with link-free posts to satisfy algorithm preferences
- Develop more and richer video content to deepen engagement.

National Park Centres

Purpose: To inform, inspire and equip visitors, businesses and residents to find their Exmoor and engage them in the work of the Authority and opportunities to explore and care for Exmoor.

We operate 3 National Park centres welcoming 170k users a year at Dulverton, Dunster and Lynmouth. They are our primary 'shop windows' for the work of the Authority. As well as providing recreational information they provide a key opportunity to promote the work of the Authority, attracting new volunteers and raising vital funds.

Actions:

- Establish the relocated Dulverton National Park centre within Exmoor House
- Maximise use of the Centres for events and hosted activities, in addition to drop ins.
- Make better use of digital displays to continually evolve the interpretation offer of the Centres.

Your Exmoor

Purpose: To engage National Park users and residents in opportunities to discover more of Exmoor and the work of the Authority.

Your Exmoor, is our flagship publication, published annually. 60,0000 copies have an estimated readership in excess of 180,000. A loyal advertising base covers print production costs.

Actions:

- Evolve the publication each year to keep abreast of new opportunities and work streams.
- Review print run and distribution to ensure best possible reach.
- Maintain advertising revenue to offset production costs

Press and Media

Purpose: To reach a broader audience than those already engaged with us.

We seek to maintain open and positive working relationship with the press and media at a local regional and national level. Regular press releases are sent out at optimal distribution

points (for example before key editor/newsroom ideas meetings, to avoid/chime with release of major national/international stories) and we seek to respond in a timely manner to queries and enquiries from the press relating to our work.

Responding to local media quickly is important, considering its visibility in the Exmoor community. Priority is given to enquiries on issues relating to or linked to Exmoor's designation as a National Park and pertaining to our purposes.

Specific responses are developed in consultation with senior staff and specialists as appropriate. We develop standard responses and 'Frequently asked questions' (FAQs) to maximise capacity for dealing with large numbers of enquiries on a similar issue.

We work collaboratively with partners and NPUK comms on any common messaging (see 'Partners' and 'National Park Family'), but also liaise directly with journalists to explain/demonstrate projects in more depth.

Press and media enquires can be broadly grouped under the following themes in order of importance / priority to the Authority

- 1 Journalism based on the work of the NPA or the designation of the National Park
- 2 Potential promotion of the area and opportunities within, but not directly linked to the work of the Authority.
- 3 Journalism based on issues in the area not directly linked to our work or the designation of the National Park
- 4 Commercial – with no direct link or reference to the work of the National Park Authority. Designation of the National Park or the place of Exmoor.

ParkLife & E-news

Purpose: Providing targeted and timely updates on the work of the Authority throughout the year.

We have over 6k live subscribers to our suite of e-newsletters. ParkLife is our primary e-news published every other month to share news and updates on the work of the Authority with all those interested in the work of the Authority. We regularly publish a range of thematic newsletters targeted at specific audiences (such as tourism business or online shop customers) or themes (e.g. historic environment or wildlife news). Our open rate is above the industry average (49% vs 34%) while our click rate is a third higher than the national average.

Actions:

- Pro-actively promote sign-ups to ParkLife and increase publication to monthly.
- Consider greater use of our Customer Relation Management system to fully utilise our customer database in the most effective way
- Review the range of regular e-news publication to maximise reach and eliminate duplication, removing those not regularly used.

Printed publications

Purpose: Engaging National Park users in the special qualities of the National Park.

We publish a range of free Pocket Guides interpreting the special qualities of the National Park.

Actions:

- Review the range of title to ensure we're targeted and focused on key priorities and areas of impact with a decreasing budget.

Learning and Engagement activity

Purpose: Increasing awareness and understanding of the special qualities of the National Park.

Our learning and engagement team working with others including the Ranger team, deliver a broad programme of events and activities to a range of audiences which provides an opportunity to communicate our key messages. This includes

- Attendance at key local events and shows
- Working with schools to offer formal and informal learning opportunities at our Pinkery Centre for Outdoor learning, on location in the National Park, and within schools.
- Delivering, and supporting others to deliver a range of events such as guided walks, rock pooling safaris, and other such activities.
- Managing a volunteering programme (Get Involved)
- Provision of interpretation at specific locations within the National Park.

Partnerships and Forums

Purpose: Interacting with our partners - learning and listening, sharing and amplifying.

We host the Exmoor National Park Forum twice a year for discussion of matters pertaining to Exmoor National Park Authority and our relationship with local communities/other bodies having an interest in the National Park. Other ENPA led forums include an annual Rural Enterprise Exmoor day for businesses, a volunteer conference and other thematic or project based events.

As part of our approach to working together for Exmoor we also facilitate the development and monitoring of the National Park Management Plan - a statutory management plan for the area. A steering group brings together key delivery partners, while thematic partnership groups bring a broader range of partners together under different thematic areas meeting 2-4 times a year.

In addition, we collectively attend numerous meetings, forums and workshops led by others which further give a chance to receive feedback, hear from others and share our own messages.

Finally, we have an opportunity to work with partners, seeing their support in amplifying our messages where appropriate via their own channels. Examples of this would include the UK National Parks Communications Team, while more locally it could be project partners or local tourism groups.

Internal Communications

Purpose: Ensuring all involved in Team Exmoor are kept informed and briefed on key information

Internally there are several communication channels used, including, but not limited to:

- Authority Intranet used to communicate with staff – news items and updates can also be emailed to Members and volunteers.
- Authority meetings – these are public meetings and are also video recorded allowing people to view discussions and decision making.
- Monthly staff update meetings which all staff are invited to (recorded for those unable to join at the time).
- Member Forums and Briefings
- Staff What's App group to share photos and informal updates. Individual sections and teams have regular team meetings in addition to 1-2-1s between staff and their managers.

National Park Family

Purpose: To benefit from the combined resources of the National Park family to develop and promote the collective 'brand' and reputation of National Parks

As part of the family of UK National Parks we are a part of National Parks Partnerships and contribute financially to their work, alongside the of the central UK National Parks Communications unit. By raising awareness and understanding of National Parks nationally we benefit at a local level.

The UK National Parks Comms Unit maintain the UK National Parks website and social media channels and liaise with the press and other partners working nationally. They can help to amplify our own stories and messages. While National Park Partnerships primarily work to draw in corporate funding to support National Parks there is often a spin off marketing / comms opportunity from the partnerships they develop.

Appendix 2

Our communications Strengths, Weaknesses, Opportunities and Threats (SWOT)

Strengths	Weaknesses
<ul style="list-style-type: none"> ● National Parks are a strong international brand ● Exmoor is a well-established brand and national awareness is mid-table compared to other (mostly larger) National Parks ● A well-established network of partners working with us ● Strong support from loyal visitors ● Passionate, motivated team ● Experienced comms professionals within the Authority ● Strong community links within some areas ● A partnership approach to managing the area 	<ul style="list-style-type: none"> ● Potential confusion with roles and responsibilities with other organisations (e.g. National Trust and Local Authorities) ● Limited capacity for all staff to contribute to communications. ● Conflicting views on priorities and approaches (internally and externally) ● Lack of diversity within governance and leadership ● Some limitations in use of IT as public sector organisation ● Limited understanding of the unique way in which UK National Parks are managed vs state owned landscapes in some other countries
Opportunities	Threats
<ul style="list-style-type: none"> ● Growing interest and awareness of nature and climate emergencies ● Significant drive to open the outdoors to all ● New Management Plan ● Utilisation of digital technology 	<ul style="list-style-type: none"> ● Further reduction in resources further limiting capacity to deliver and / or communicate. ● Potential changes to external communication channels outside of our control ● Increased divergence of public views on key agendas relevant to our work such as climate, nature recovery and diversity/inclusion.



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