

Appendix B

Communication Plan

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B.1 This communication plan outlines how, what, when and with whom engagement with a range of relevant stakeholders should take place over the lifetime of the Strategy.

B.2 Five key stages in the delivery of the Strategy have been identified. These are outlined below:

- Strategy launch;
- Short-term delivery phase;
- Medium-term delivery phase;
- Long-term delivery phase; and
- Monitoring and evaluation.

B.3 The communication plan outlines the key messages and methods of communication which should be utilised at each stage of delivery. Consistent engagement with a wide range of stakeholders will be critical to the successful implementation of the Strategy. Evidence of engagement and partnership building is a core component in obtaining Foundation Level accreditation from Nature Towns and Cities.

B.4 This communication plan should be used as a guide to structure the initial awareness campaign of the strategic aims and objectives of the Strategy among CBMDC teams, delivery partners, local communities and businesses. It should then inform how stakeholders should be subsequently engaged in the delivery of the Strategy throughout the short, medium and long term. It is important to note that stages are unlikely to run concurrently and there may be some overlap. For example, the monitoring and evaluation of short-term projects may be occurring while longer term projects are being delivered. The current stages of other projects should be considered when preparing each set of communications.

B.5 This document provides an overarching guide to communication for all stages of delivery. It is not intended to be fully comprehensive plan for all communications and many of the individual projects will require their own communication/engagement plan. The document should remain 'live' and be responsive to changing circumstances or feedback presented through the course of the initial communication and engagement.

Key stakeholders

B.6 This section identifies key stakeholders that could help shape, inform, fund, deliver and manage GBI across Bradford District.

B.7 Eight categories of stakeholder have been identified. A non-exhaustive list of example organisations within each category have been identified, as listed below:

- CBMDC departments:
 - Countryside and Rights of Way;
 - Parks and Woodlands;
 - Landscape, Design and Conservation;
 - Public Health;
 - Sustainability;
 - Highways;
 - Flood Risk; and
 - Neighbourhoods.
- Town, parish and village councils
- Statutory Bodies:
 - Natural England; and
 - Environment Agency.
- Non-Governmental Organisations:
 - Yorkshire Wildlife Trust;
 - Aire Rivers Trust;
 - Canal and Rivers Trust;
 - Fruitworks;
 - YorGreenCIC;
 - Trees for Cities;
 - Groundwork;
 - Woodland Trust;
 - The Leap;
 - Better Place Bradford;

- Happy Healthy You; and
- Impact Hub.
- Business Improvement Districts (BIDs):
 - Bradford BID;
 - Ilkley BID; and
 - Keighley BID.
- Community groups:
 - ‘Friends of’ groups;
 - City of Nature CIC; and
 - Wharfedale Naturalists.
- Landowners and land managers
- Young people, disability organisations and individuals:
 - Future Transformation CIC;
 - Grow to School;
 - Nell Bank Charitable Trust;
 - Play Bradford;
 - Experience Community; and
 - All residents and workers in Bradford District.

B.8 This initial list of stakeholders should be expanded using local knowledge and expertise. Once compiled with contact details, it should remain as a live list and be added to as other relevant stakeholders are identified through the communication process.

B.9 Different stakeholders will have different levels of interest and influence over different stages of Strategy delivery. When preparing a detailed communication/engagement plan for each stage/project, it is recommended that a stakeholder mapping exercise should be carried out to ascertain the level of interest and influence of each stakeholder group and to help identify the most appropriate engagement methods [\[See reference 137\]](#).

Delivery stages

B.10 This section identifies key messages to be communicated to stakeholders during the five different stages of delivering the Strategy.

Stage one: Strategy launch

B.11 The purpose of the Strategy launch is to raise initial awareness of its vision and strategic objectives. It will be important to engage and build relationships between CBMDC teams and delivery bodies at this early stage to gain support in taking forwards the development of GBI projects across the district. This stage will also involve awareness raising of the Strategy with communities and businesses.

Key messages

- Explain what GBI is and its key benefits;
- Explain why Bradford District needs a Strategy and its key purpose;
- Explain the vision and strategic objectives;
- Explain potential projects within the delivery plan; and
- Outline future opportunities to participate in the delivery of the Strategy.

Stage two: Short-term delivery phase

B.12 In this stage, delivery of 'quick-win' projects will begin, and a longer-term delivery plan will be developed. Consultation will focus on the practicalities of delivery with landowners and delivery partners. Communities and businesses should remain informed about progress and the estimated timescales for delivery, as well as potential opportunities to be involved. Involvement should include opportunities to co-design GBI projects.

Key messages

- Present final delivery plan;
- Announce opportunities and request the participation of stakeholders in projects at all stages; including planning, design and practical delivery; and
- Announce the commencement of 'quick-win' projects.

Stage three: Medium-term delivery phase

B.13 In this stage, some ‘quick-win’ projects will have been delivered, and the foundation (e.g. partnerships and funding) of medium and longer-term projects will have been secured. Consultation will continue to focus on the practicalities of delivery with landowners and delivery bodies. Local communities and businesses should remain informed about progress and estimated timescale for delivery, as well as further opportunities to get involved in the design and delivery of projects. Communication of short-term project delivery should mostly focus on the outputs of projects that have been delivered (e.g. number of trees planted).

Key messages

- Announce delivery of ‘quick-win’ projects, their key outputs and anticipated multi-functional benefits to people, nature and the wider environment;
- Publicise the securement of large grants and funding to deliver medium and long-term GBI projects;
- Announce established partnerships with delivery bodies and the private sector to deliver GBI projects; and
- Establish opportunities to get involved in the design and delivery of projects.

Stage four: Long-term delivery phase

B.14 In this stage, a large proportion of short and medium-term projects will have been delivered. Long-term projects should have been established and entering the implementation phase. Communication should focus on the outcomes (benefits received) from short and medium-term projects (e.g. impacts of projects of health and well-being) and the implementation of long-term projects.

Key messages

- Key outcomes/benefits of short term and medium-term projects;
- Announce the delivery of long-term projects; and
- Establish opportunities to get involved in the design and delivery of projects.

Stage five: Monitoring and evaluation

B.15 This stage will be on-going as soon as delivery has begun. It will involve developing a monitoring and evaluation process which will feed into regular review of the delivery plan to ensure it continues to meet changing community and environmental needs. This will include the monitoring of quantitative outputs as well as qualitative outcomes through surveys and other methods.

Key messages

- Gather opinions on project outcomes;
- Assess opinions on where improvements could be made; and
- Share updates on new priorities/action plans.

Communication and engagement methods

Engagement principles

B.16 It is proposed that communication and engagement will reflect the following principles.

- **Respectful:** Ensuring that all stakeholders are treated with respect throughout the process and they have the appropriate opportunities to contribute their views.
- **Open and transparent:** Being open and transparent about the decision-making process, the role that stakeholder engagement will play in developing the delivery plan and how feedback will be used and responded to.
- **Clear and concise:** Ensuring that information is made available and communicated in a clear and straightforward manner, so everyone can take part.
- **Proactive:** Taking a positive and active approach to engaging stakeholders across Bradford District, using tailored approaches to bring them into the process.
- **Inclusive:** Ensuring that a wide range of people can take part and feel included. Identifying and addressing barriers to participation.

B.17 Effective communication should:

- Tailor messages and language to the needs of particular groups;
- Be clear on how people can get involved or informed; and
- Consider accessibility issues.

B.18 Utilising the right communication methods to engage with the target audience is essential. It is important that the methods used are appropriate for different stakeholders, their interest and level of influence as well as considering and addressing any potential barriers to accessing information.

B.19 Communication methods can be split into two main categories: information sharing and consultation. It is important that both are used. The next section outlines some of the key communication methods which could be used and identified when they might be appropriate. This communication plan covers only a small selection of possible communication and consultation methods. Consideration should also be given to other approaches, where appropriate. Guidance on a range of other methods which could be applicable to different projects is available through Forest Research [\[See reference 138\]](#) and Involve UK [\[See reference 139\]](#).

Information sharing

B.20 Information sharing is important to raise initial awareness of the Strategy, to provide understanding, to keep stakeholders up to date on progresses and to report back on engagement activities.

Infographics, illustrations and executive summary

B.21 Infographics are a collection of imagery, data visualisations and text which provide a simple overview of a topic. They are an effective and engaging way of communicating, often complex topics, quickly and clearly. An executive summary document for the Strategy has been prepared which sets out the key aspects of the document in a visually engaging and accessible way. The document draws substantially on the use of infographics and illustrations and should be the primary reference point when sharing information on the Strategy.

Social media

B.22 Social media is an effective means to communicate key messages to a wide audience. CBMDC already has active Facebook, LinkedIn, Instagram and X (formerly Twitter) accounts. Posts should provide progress updates as well as

promote opportunities to feed into the development process, such as consultation events or surveys. Key messages shared on social media should be supplemented with more detailed web-based information.

B.23 To ensure the reach of social media posts are maximised, delivery partners and other organisations/companies involved within the delivery of the Strategy can be tagged and encouraged to re-post. Standard copy can also be shared with these partners to assist in their own posts.

Website

B.24 Regular updates should be shared on the CBMDC website through a dedicated webpage and supplemented with news articles and blog posts.

Press release

B.25 At key points in the process, usually at the beginning of each stage or after the delivery of a GBI project, a press release should be prepared and sent to all local newspapers; Telegraph and Argus (T&A), Keighley News, Ilkley Gazette and Wharfedale Observer. This will enable key messages to be shared with a wide audience and will often be picked up by other publications and shared more widely. Press releases can also be shared with BBC Look North, BBC Radio Leeds and ITV Calendar Leeds for TV and radio opportunities.

Print publicity

B.26 Whilst it is generally recommended that information is shared in primarily digital form, there may be cause to disseminate some information in print form, particularly when communicating with an audience who may lack digital skills. In this case, leaflets with information about the project may be useful as well as posters or flyers promoting consultation events which should be displayed in commonly accessed places such as community centres, doctors surgeries, libraries and supermarkets. There may also be an opportunity to distribute print information at other planned community events.

Consultation

One-to-one consultation

B.27 Key stakeholders critical to the delivery of the Strategy (e.g. landowners and delivery partners) should be engaged on a one-to-one basis through online or in person meetings with ongoing regular correspondence via email/phone to ensure their continued engagement. CBMDC already has contact details for key landowners and farmers. Delivery partners will be mainly identified through CBMDC's existing work and partnerships.

Surveys

B.28 Online (via survey monkey, Microsoft forms or similar) or print surveys can be used to collect ideas and information on existing plans, and in later phases to obtain project outcomes. Depending on resources for analysis, the questions can be designed to provide benchmark quantitative information through multiple choice or to obtain more detailed qualitative information through open questions.

B.29 The use of a remote consultation hub, ArcGIS StoryMaps or similar can also be used to supplement surveys by allowing stakeholders to provide locationally specific feedback.

B.30 Links to surveys can be shared via social media, on the CBMDC website or print publicity. Printed copies of the survey should be made available to those without internet access and in a variety of accessible formats (including large print; braille and translation) where required.

Drop-in consultation events

B.31 Drop-in consultation events are opportunities for stakeholders to view plans and proposals in person and provide comments and suggestions which can inform development. They allow for more detailed comments to be collected and provide an opportunity to ask questions of project staff.

B.32 Drop-in sessions should be held in publicly accessible locations close to proposed project areas. The timing of the events should also be considered, especially so those who work during normal office hours are able to attend. Additional activities, such as nature-based family activities, could be integrated to make attendance more appealing and attract a wider audience. It would be

useful to coordinate these events with other community events planned where possible, to maximise the audience and avoid consultation fatigue.

Workshops

B.33 Workshops, with an invited audience, can be useful where more detailed feedback is required on specific issues. Attendees at workshops should be limited to an average of approximately 15 stakeholders to maximise effectiveness. The topics covered in a workshop should be limited and specific and the purpose of the workshop clearly communicated to attendees to ensure that outcomes are beneficial.

Monitoring

B.34 We suggest that monitoring of communication should be put in place from the start of the process. This will provide an audit trail and evidence to demonstrate how stakeholders informed the development and delivery of the Strategy. Monitoring should provide evidence about the levels of engagement and the outcomes from it.

B.35 Key outcomes/measures of success for the Strategy are provided in **Chapter 8**. However, some of the key measures of success for communication and engagement specifically could include:

- Number of stakeholders engaged in Strategy delivery and/or the design of short, medium and long-term projects;
- Number of people attending consultation events;
- Responses to surveys;
- Number of social media interactions; and
- Amount of press coverage.

B.36 The demographics of those participating in engagement activity should be monitored to ensure a representative range of responses by demographic group and so that any gaps or poor participation rates can be identified, prompting follow on or targeted engagement.

B.37 The geographical spread of those participating in engagement activity should also be monitored to ensure a representative spread of resulting projects and benefits.