

Public Document Pack

Peak District National Park Authority

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Our Ref: A.1142/2393

Date: 9 July 2020



NOTICE OF MEETING

Meeting: **Programmes and Resources Committee**

Date: **Friday 17 July 2020**

Time: **10.00 am**

Venue: **Virtual Meeting**

(Joining instructions will be sent to Authority Members separately)

SARAH FOWLER
CHIEF EXECUTIVE

In response to the Coronavirus (Covid -19) emergency restrictions, all meetings of the Authority and its Committees will take place using video conferencing technology.

You can watch our meetings live on YouTube using the following link:

<https://www.youtube.com/user/peakdistrictnpa/live>

Members of the public who have given notice may still speak at this meeting for three minutes. Please call 01629 816352 for more information.

Link to meeting papers:

<https://democracy.peakdistrict.gov.uk/ieListDocuments.aspx?MId=2393>

AGENDA

- 1 Apologies for Absence**
- 2 Minutes of Previous Meeting held on 15 May 2020** *(Pages 5 - 10)*
- 3 Urgent Business**
- 4 Members' Declarations of Interest**
Members are asked to declare any disclosable pecuniary, personal or prejudicial interests they may have in relation to items on the agenda for this meeting.
- 5 Public Participation**
To note any questions or to receive any statements, representations, deputations and petitions which relate to the published reports on Part A of the Agenda.

FOR DECISION

- 6 Diverse Audience Plan (SW)** *(Pages 11 - 60)* 30 mins
Appendix 1

Appendix 2

Appendix 3

Appendix 4
- 7 Approval of the Authority's Carbon Management Plan 2 (MF)** *(Pages 61 - 92)* 15 mins
Appendix 1
- 8 Memorandum of Understanding - Peak Gateway (AB)** *(Pages 93 - 102)* 10 mins
Appendix 1

Plan
- 9 Proposal to make a bid to the EU Horizon 2020 Fund** *(Pages 103 - 110)* 10 mins

FOR INFORMATION

- 10 Notes of meetings of the Member Climate Change Task Group** *(Pages 111 - 124)*
28th January

10th March 2020

19th May 2020

Duration of Meeting

In the event of not completing its business within 3 hours of the start of the meeting, in accordance with the Authority's Standing Orders, the Committee will decide whether or not to continue the meeting. If the Authority decides not to continue the meeting it will be adjourned and the remaining business considered at the next scheduled meeting.

If the Committee has not completed its business by 1.00pm and decides to continue the meeting the Chair will exercise discretion to adjourn the meeting at a suitable point for a 30 minute lunch break after which the committee will re-convene.

ACCESS TO INFORMATION - LOCAL GOVERNMENT ACT 1972 (as amended)

Agendas and reports

Copies of the Agenda and Part A reports are available for members of the public before and during the meeting on the website <http://democracy.peakdistrict.gov.uk>

Background Papers

The Local Government Act 1972 requires that the Authority shall list any unpublished Background Papers necessarily used in the preparation of the Reports. The Background Papers referred to in each report, PART A, excluding those papers that contain Exempt or Confidential Information, PART B, can be inspected on the Authority's website.

Public Participation and Other Representations from third parties

In response to the Coronavirus (Covid -19) emergency our head office at Aldern House in Bakewell has been closed. Therefore all meetings of the Authority and its Committees will take place using video conferencing technology. Public participation is still available using a telephone connection. Anyone wishing to participate at the meeting under the Authority's Public Participation Scheme is required to give notice to the Director of Corporate Strategy and Development to be received not later than 12.00 noon on the Wednesday preceding the Friday meeting. The Scheme is available on the website <http://www.peakdistrict.gov.uk/looking-after/about-us/have-your-say> or on request from the Democratic and Legal Support Team 01629 816362, email address: democraticandlegalsupport@peakdistrict.gov.uk.

Written Representations

Other written representations on items on the agenda, except those from formal consultees, will not be reported to the meeting if received after 12 noon on the Wednesday preceding the Friday meeting.

Recording of Meetings

In accordance with the Local Audit and Accountability Act 2014 members of the public may record and report on our open meetings using sound, video, film, photograph or any other means this includes blogging or tweeting, posts on social media sites or publishing on video sharing sites. If you intend to record or report on one of our meetings you are asked to contact the Democratic and Legal Support Team in advance of the meeting so we can make sure it will not disrupt the meeting and is carried out in accordance with any published protocols and guidance.

The Authority will make a digital sound recording available after the meeting which will be retained for three years after the date of the meeting.

General Information for Members of the Public Attending Meetings

In response to the Coronavirus (Covid -19) emergency our head office at Aldern House in Bakewell has been closed. Therefore all meetings of the Authority and its Committees will take place using video conferencing technology.

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<https://www.youtube.com/user/peakdistrictnpa/live>

To: Members of Programmes and Resources Committee:

Chair: Mr Z Hamid
Vice Chair: Prof J Haddock-Fraser

Cllr J Atkin	Mr J W Berresford
Cllr C Farrell	Cllr C Furness
Cllr Mrs G Heath	Cllr B Lewis
Cllr A McCloy	Cllr C McLaren
Cllr V Priestley	Cllr P Tapping
Cllr R Walker	Mrs C Waller
Ms Y Witter	Cllr B Woods

Other invited Members: (May speak but not vote)

Mr R Helliwell	Mr K Smith
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Constituent Authorities
Secretary of State for the Environment
Natural England

Peak District National Park Authority
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 Aldern House, Baslow Road, Bakewell, Derbyshire. DE45 1AE



MINUTES

Meeting: **Programmes and Resources Committee**

Date: Friday 15 May 2020 at 10.00 am

Venue: Cisco WebEx Meeting Room

Chair: Mr Z Hamid

Present: Mr J W Berresford, Cllr J Atkin, Cllr C Farrell, Cllr C Furness, Prof J Haddock-Fraser, Cllr Mrs G Heath, Cllr A McCloy, Cllr C McLaren (from 10.15am), Cllr V Priestley, Cllr P Tapping, Cllr R Walker, Ms Y Witter and Cllr B Woods.

Apologies for absence: Cllr B Lewis and Mrs C Waller.

9/20 MINUTES OF PREVIOUS MEETING HELD ON 17 JANUARY 2020

The minutes of the meeting held on 17 January 2020 were approved as a correct record.

The Chief Executive gave the following update on the Authority's current position with regard to the Coronavirus (Covid 19) emergency restrictions and latest Government advice:

- Returning to Work - Staff who were able to work from home were continuing to do so. Government advice for employers on staff returning to work places was being considered and a gradual return for those staff unable to work from home or were outdoor workers was being planned.
- Increased Exercise and Travel – The Authority's message to visitors was to ask them to consider if their journey to the National Park was necessary and to use local green spaces elsewhere. Not all places are open including visitor centres, toilets, cafes and restaurants. Those people that do visit are asked to respect local communities and environments, not to leave litter or have Bar-B-Qs and keep to social distancing requirements.

Cllr C McLaren joined the meeting at 10.15am.

10/20 URGENT BUSINESS

There were no items of urgent business.

11/20 MEMBERS' DECLARATIONS OF INTEREST

Item 6

Cllr C Farrell declared that she was a local resident of Hope Valley, which the green lanes affected, and was a regular walker of the routes.

Cllr G Heath declared she had spoken with Staffordshire County Council with regards to the green lanes at Rakes and Hollinsclough but did not have a personal interest.

Items 8, 9 and 10

Cllr R Walker declared a personal interest as Chair of the Future Landscapes Group which was involved in work at Wessenden.

12/20 PUBLIC PARTICIPATION

Three members of the public had submitted statements to the meeting.

13/20 GREEN LANES IN THE PEAK DISTRICT (A7622/SAS)

The Rights of Way Officer introduced the report which gave details of the implementation of the Authority's strategy for the management of recreational motorised vehicles on unsealed highways and off-road and included an update on the progress in 2019/20 and action plans for green lanes, illegal use and communications for 2020/21. She highlighted the following areas of future work:

- Miles without Stiles – further routes and accessibility improvements were being considered including Long Causeway as a potential future route.
- Stay on Track – this is being developed with volunteers to include the identification and promotion of the conservation interest of verges and reinstatement works.
- Sharing the History – this year the focus will be on Peak District packhorse trails and it is hoped to include a heritage open day in September.
- #Peak District Proud – this initiative provides the opportunity to promote responsibility on green lanes and to support and revitalise the Green Lanes Code.

The following persons had given notice to speak under the public participation at meetings scheme but had asked for their statements to be read out as they were not present at the meeting. The meeting moderator read statements out on behalf of:

- Sue Woods, Peak District Green Lanes Alliance
- Patricia Stubbs
- Anne Robinson, Friends of the Peak District

In response to the statements the Rights of Way Officer stated that not all routes were suitable for Miles without Stiles but Minninglow would be considered. With regard to issues at Pindale the concerns of Historic England and Natural England would be considered. In response to the concerns raised regarding the temporary TRO on Swan and Limer Rakes it was noted that Staffordshire County Council were intending that repairs would be completed by the end of March 2021.

The report was welcomed by Members and Officers thanked for their ongoing hard work; the recommendation was moved.

Cllr Gill Heath stated that as a Staffordshire County Councillor her understanding of Swan and Limer Rakes was a permanent TRO not just repairs. She will try to clarify the situation with Staffordshire County Council.

In response to Members' queries the Officer stated that interpretation would include details along routes including plant species in verges and history, there would be information on the website and guided walks would be planned. Involvement was also planned for the National Parks 70th anniversary and Peak District Local Access Forum 20th anniversary. With regard to voluntary restraint Officers thought it was working, that it engaged route users and allowed repairs to take effect. The effect of use on repaired routes would be monitored.

The motion for the report recommendation was moved and seconded. The motion was then put to the vote and carried.

RESOLVED:

- 1. To note the report.**
- 2. That the requirement and scope of a follow-up report is considered in the context of a broader recreational review.**

14/20 OCCUPATIONAL SAFETY AND HEALTH ANNUAL REPORT (2019)

The Safety Officer introduced the report which provided evidence that Occupational Safety and Health (OSH) performance was satisfactory and continuously improving through 2019. The report also included a summary of the Authority's actions so far to mitigate the effects of the Covid-19 pandemic and compliance with Government guidance. It was noted that further Government advice had been issued since the report was written and the new advice was being distilled and disseminated to Staff. Information was also being shared and discussed with other National Park Authorities.

The recommendation was moved and seconded.

In response to Members' queries the Officer stated that the Authority had homeworking guidelines in place and were considering any specific issues raised. Staff had been supported by the IT Team and equipment from Aldern House was available, regular updates including health and wellbeing were sent to all Staff from the Human Resources Team. With regard to outdoor working advice from the Government and the Health and Safety Executive was being considered and Staff would be updated.

The motion was put to the vote and carried.

RESOLVED:

- 1. The work, summarised in the report, to deliver continuing improvements in OSH management at PDNPA through 2019, is recognised.**
- 2. Proposals for priorities to be addressed from 2020 are endorsed.**

The meeting was adjourned at 11.12 for a short break and reconvened at 11.20.

15/20 MOORS FOR THE FUTURE PARTNERSHIP 2020/21 OPERATIONAL PLAN AND 2020/21 INTERIM BUSINESS PLAN

The Head of Programme Delivery – Moors for the Future (MFF) introduced the report which gave details of the eighth Operational Plan from the Moors for the Future Partnership. The Plan included the commitments for the financial year 2020/21 and a look forward at the expectations of business development during and beyond this time frame. A video accompanying the report had been sent to Members to view before the meeting. Members were asked to recommend the Plan to the Partnership Group.

In response to Members' queries the Officer stated that PhD and other student placements were funded by the relevant Universities although there was a time resource to MFF regarding supervision so work was prioritised with regard to MFF requirements. There were currently no issues regarding Covid-19 working requirements as most work was lone work or adequately distanced. Due to the rapid shutdown of work there may be some loss of plant material in storage, some work had to be postponed but now considering if they can restart it subject to risk assessments.

The recommendation was moved and seconded. This was put to the vote and carried.

RESOLVED:

That the Programmes and Resources Committee supports the Operational Plan and the interim Business Plan and recommends it to the Moors for the Future Partnership's Strategic Management Group.

16/20 AMP 7 2020-24 WORKS (MS-C)

The Head of Programme Delivery – Moors for the Future (MFF) introduced the report which gave details of the proposal to extend vital peatland restoration works in the Dark Peak and South Pennines working directly with Water Company partners through Asset Management Period 7 (AMP7) between 2020-2024. It was noted that the report had originally been planned for the cancelled Programmes and Resources Committee meeting in March and that the risk assessment needed to be updated in light of the Covid-19 situation.

The recommendation was moved, seconded, put to the vote and carried.

RESOLVED:

To support the proposed establishment of partnering agreements and associated contracts between the National Park Authority and Water Company partners for MFFP to deliver AMP 7 habitat restoration aspirations (capital works) and associated research and communications outcomes.

Specifically:

- 1) Authority to engage in new projects up to a maximum value of £3 million between 2020-2024, and delegating authority to approve the acceptance of new partnering agreements with the Water Company partners under this authority to the Director of Conservation and Planning, in consultation with the Head of Law and in agreement with the Chief Finance Officer.**
- 2) That the Authority may, subject to compliance with its procurement standing orders, enter into contracts for the delivery of the AMP 7 projects.**

Ms Y Witter left the meeting at 12 noon.

17/20 CLIMATE CHANGE MITIGATION PROJECT 2020-25

The Head of Programme Delivery – Moors for the Future (MFF) introduced the report which detailed a proposal for authority for MFF to accept funding from a variety of sources on behalf of the Authority for climate change mitigation projects up to the value of one million pounds over the next five years. A video accompanying the report had been sent to Members to view before the meeting. The proposal followed on from talks regarding fire resilience and flooding issues which recognised the impacts of climate change. As an example it was noted that Calderdale Metropolitan Borough Council had offered £67,000 for work to be done for them on Calderdale Blanket Bog's ecological condition and its wildfire severity condition.

The recommendation was moved.

In response to Members' queries the Officer stated that business development was currently done within the MFF Team. It was clarified that the report was not proposing to set up a separate Authority for this work but requesting authority/approval to be delegated to enable offers of work to be accepted. The Team were mindful that some work of the Partnership is outside the National Park boundary, but it is work which is complementary to the work in the National Park.

The motion was seconded, put to the vote and carried.

RESOLVED:

To support the proposed establishment of small projects to tackle climate change through habitat restoration aspirations (capital works) and associated research and communications outcomes.

Specifically:

- 1) Authority to engage in new projects up to a maximum value of £1 million between 2020-2025, and delegating authority to approve the acceptance of new contracts with external funders under this authority to the Director of Conservation and Planning, in consultation with the Head of Law and in agreement with the Chief Finance Officer.**
- 2) That the Authority may, subject to compliance with its procurement standing orders, enter into contracts for the delivery of Climate Change Mitigation projects.**

18/20 MINOR PROPERTY DISPOSALS - REPORT OF THE MICRO SCRUTINY PANEL

The Director of Commercial Development and Engagement introduced the report and the Corporate Property Officer was present to answer questions. The report set out the findings of the Micro Scrutiny Panel which had looked at the Authority's process for disposing of minor properties and made suggestions for revising the toolkit for disposal of assets.

The Chair of the Panel, Cllr Chris Furness, summarised the reasons for the micro scrutiny and how it had progressed. He recommended the proposals to the Committee.

The report was welcomed but concerns were stated regarding when local Members and stakeholders would be involved in the process. Officers stated that it was expected that

most disposals would be reported to Members via a Committee report. It was noted that properties were not put on sale before stakeholders had been consulted; however Members felt this needed to be made clearer.

The recommendation subject to Member engagement being clarified in the toolkit was moved and seconded. The motion was put to the vote and carried.

RESOLVED:

- 1. To note the report of the Micro Scrutiny Panel and its recommendations relating to the process for dealing with the disposal of minor properties as set out in Appendix 1 of the report.**
- 2. To ask the Chief Executive in consultation with the Head of Law, Corporate Property Officer and Chair of the Authority to amend the Property Disposal documentation to reflect the recommendations of the Panel, in accordance with the delegation from Authority to make amendments to the Corporate Asset Management Plan and its appendices.**

The meeting ended at 12.38 pm

6. DIVERSE AUDIENCE PLAN (SW)

1. Purpose of the report

To introduce the draft Diverse Audience Plan and supporting documents that sit under corporate objective 2 : A National Park loved and supported by diverse audiences

The Diverse Audience Plan lays out what audience engagement in the PDNP will look like in 2024 once the change programme is complete. Our corporate strategy for 2019-24 focuses on actively supporting communities in the National Park to feel part of this special place, and diversifying and re-awakening public support and love of national parks. It sets the outcomes we want to achieve for the Peak District National Park over this five-year period, as well as aspirations to 2040.

It provides the framework for us to align our resources to help achieve this and brings a programme of work to the Programme and Resource committee as agreed and approved in 2019.

Key Issues

- **The suggested shift from a focus on direct delivery to focus more on working in partnership and developing skills in local communities will enable national park messages to reach further to all within an hour's travel time.**
- **Ensure that our approach to this key area of work aligns with National plans and can adapt to current challenges**

2. Recommendations(s)

1. **Approve strategic direction**
2. **Bring back to P&R in December the monitoring and evaluation plan and 3x3 plans for young people BAME and Communications. This will allow any changes due to Covid19 restrictions or budget changes to be allowed for.**

How does this contribute to our policies and legal obligations?

The direction of our audience delivery can clearly be seen in the Vision and Mission for the Peak District National Park:

Our vision:

For the Peak District to be loved and understood as the UK's original national park.

Our mission:

To speak up for and care for the Peak District National Park for all to enjoy forever.

The vision and mission statements have been taken and clarified in our aspirations and ambition for our audience outcomes in the 2019-2024 corporate strategy and are articulated in Outcome 2: A National Park loved and supported by diverse audiences

This is further broken down in the KPI's listed below.





- Greater audience reach among under-represented groups
- A strong identity and excellent reputation driving positive awareness and engagement

- Active support through National Park points of contact to generate sustainable income





Corporate strategy KPI's

The audience delivery plan brings together the strategic interventions for a number of KPI's:

**Outcome: A National Park
loved and supported by
diverse audiences
KPI's for 2024**

			
KPI 11: PDNP audience reach is 30% closer to demographics of those within an hour's travel	KPI 12: Peak District National Park connection is increased by 20%	KPI 13: PDNPA awareness is increased by 30%	KPI 15: An extra £250,000 in volunteer support

And has strong links with:

			
KPI 14: Generate an extra £500,000 sustainable gross revenue income	KPI 8: 5% increase in audiences actively engaging with cultural heritage	KPI 23: Workforce closer to the demographics of those within an hour's travel time	KPI 18: 1,000 PDNPA interventions facilitating community development

		of the PDNP	
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Other Important Drivers

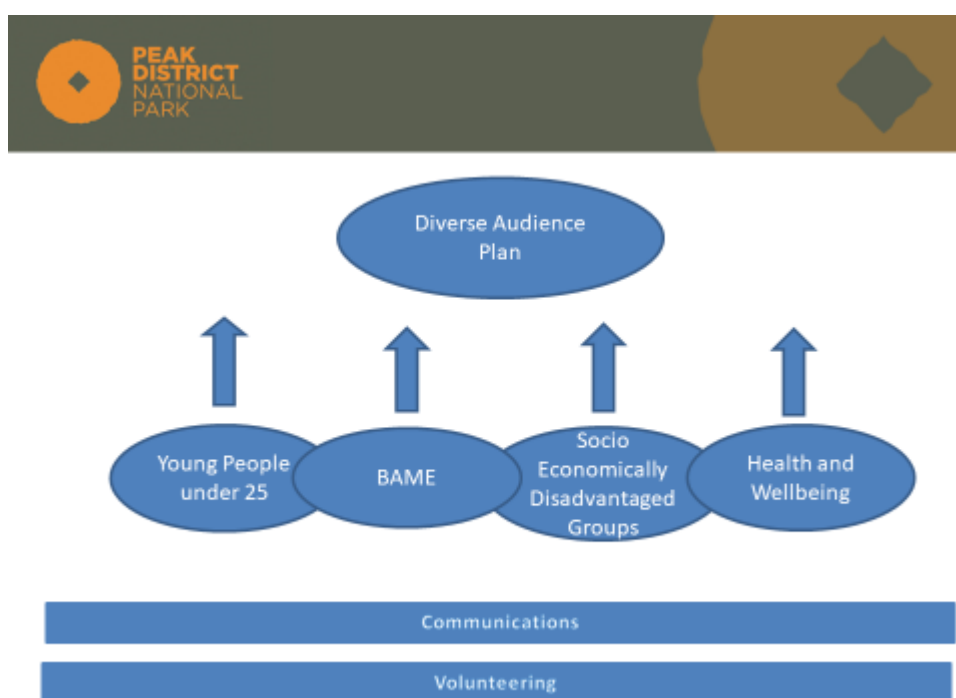
The Audience delivery plan will build on and show the links to:

- Landscape review and national parks response around – diverse audiences, young people, volunteers, health and wellbeing and role of the ranger
- Health and Wellbeing strategic group- links to NHS, PHE and delivery of 3x3 plan
- National Parks Educators and Outreach Group
- Covid recovery plans

Background Information

The Diverse Audience delivery plan works by bringing together the key deliverables for the wider Authority teams in one overarching document and explains how we will monitor our reach to these people and how we will work to ensure equality of access for all.

The plan clearly demonstrates how the connected elements support each other for the benefit of our audiences and the PDNPA corporate strategy. Communication is a key element of delivering each element of the plan. The below clearly shows how the Communications plan supports and compliments our clear strategy to connect people to the National Park and make them aware of the PDNPA. How the different part of the plan link together are best explained in the slide below.



The PDNPA has a well-established visitor base, a good reputation in visitor engagements

across a wide range of interventions. However we know we can do more and go further to grow our volunteering, do more for the nation's health and wellbeing, reach more BAME and young people and communicate what the National Park has to offer more clearly to these audiences. We know we have an excellent staff/volunteer led range of interventions that help people connect more deeply with the National Park. We need to do more to reach beyond our boundaries, we need to encourage people to feel empowered to visit independently in a sustainable way and we need to listen and learn from our communities. Together we can work collaboratively to grow 'everyone welcome, every day' as well as providing quality opportunities to deepen people's connection and understanding to support the National Park.

Defining the Target Audience

For KPI 11 the underrepresented groups to work with have been identified as BAME, young people, those with health and wellbeing inequalities, socio economically disadvantaged groups. These groups have consistently been shown to be underrepresented in National Parks and have been identified as key groups to work with in national strategic documents such as the DEFRA 25 year plan and the Landscape review.

Our progress to reach these groups is being monitored and reported using the NFP synergy data that was first reported in Q3 in 2019/20.

Developing the Delivery Plans

A number of different approaches have been used to inform this audience plan. The aim has been to audit existing work across the Authority, identify gaps in delivery as well as keeping staff informed and involved in the creation of the delivery plan – see KISS analysis table in appendix 1. Approaches used are listed below.

- Staff contributed to gathering information on current delivery position 2 staff focus groups were held one on young people and one of diverse audiences. Staff were asked to identify gaps and make recommendations.
- Workshop with Learning & Discovery rangers to focus on young people delivery and future opportunities
- Volunteer action plan created and agreed and P&R Committee
- Health and Wellbeing paper taken and approved by Authority Committee
- Comms action plan developed with comms team, informed by outcomes of staff focus groups.

From this work both gaps in our offer and ways of working were identified and the key

principles below identified. Many of these build on our existing ways of working such as with the Mosaic Champions and Ambassador Centres model, which work by enabling others to deliver our key messages and grow our reach to all who are within easy access of the national park.

Key Principles

1. Evidence led with fit for purpose monitoring and evaluation
2. Affordable and sustainable plan diversifying and growing income sources
3. Build our digital reach and amplify our voice to develop connection and awareness with diverse audiences
4. Continue to work in partnership, moving to an intelligent client model, enabling delivery through others
5. Working beyond our NP boundaries to consolidate and grow where opportunities arise into neighboring urban communities

Strategic Direction

To support the delivery of the work on the ground we have a volunteer action plan approved by P&R committee on the 4/10/2019, health and wellbeing 3x3 plan approved by Authority on 14/2/2020 and are now working on finalizing 3x3 plans for young people, BAME communities, and a communications plan to run across all of these. The key themes of these new plans are explained below. More detailed plans and the monitoring and evaluation to support them are being developed and shared with relevant teams and services. These will be complete as planning for 2021/22 is finalised and brought back to Programme and Resources committee later in the year.

Young people Under 25

1. Supporting self-led visits -using high quality on-line material, training and new interventions to support and empower schools and local communities, extending our reach, building everyday accessible opportunities at key audience hubs.
2. Increasing Geographic reach and equality of access – addressing socio economic inequalities by reaching beyond our boundaries, building confidence in communities in new and innovative ways where opportunities are co-created.
3. Champions and ambassadors – reaching beyond our boundaries working with young people and their support networks to develop training and networks that enables young people to understand, access and influence the Peak District.

BAME

1. Supporting self-led visits and accessibility – Reaching beyond our boundaries using on-line material ‘Everyone welcome, everyday’, building everyday accessible opportunities at key audience hubs.
2. Extending Geographic reach and equality of access, – Projects that amplify our reach both within and outside the NP. Supporting communities in new and innovative ways where opportunities are co-created
3. Champions – working with the champion model developing skills in communities and building networks and partnerships that amplify our reach both within and outside the NP. Developing the confidence in communities to support access to the national park.

Marketing and Communications

1. Communications that look and sound like our diverse audiences
2. Digital communication that target our diverse audiences
3. Physical touchpoints and interpretation that positively share the brand

Monitoring and Evaluation for audience work

This draft section of the Audience plan lays out a framework for monitoring and evaluation of the Audience delivery plan.

For reporting on the corporate objective KPI's we are using data from NFP Synergy research. This is giving us a broad picture of how wide spread understanding of the general population is about the National Park and the work of the Authority. It also gives us a good insight to the diverse audiences we are and are not reaching.

We also need to monitor and evaluate work we do in different teams and projects to help us understand which interventions are most successful and for which audience groups. This will help to inform our diverse audience delivery plan and make adjustments to interventions and targets as we learn from our successes and mistakes.

As the focus of our work shifts from an emphasis on direct delivery to empowering and supporting communities to access the PDNP and influencing our partners to deliver our messages we will need to develop new ways to monitor and report our work.

This work has been on going and ways to evaluate and monitor different areas are explained in the monitoring and evaluation tool kit which is included in draft form and will be completed as key actions in plans are confirmed. We would like to return to Programme and Resources Committee with this completed tool kit on 4th December 2020.

Further detail of the Audience plan and the work in progress on the action plan can be found in the appendices

Proposals

3. [Click here to enter text.](#)

Are there any corporate implications members should be concerned about?

Financial:

To support the delivery of this plan we plan to move staff resource to focus on new areas of work such as ambassador schools and supporting 'champions'. While this will not affect the overall financial support from the Authority these changes will affect our income generation in the short term as we move from direct delivery of school visits to a model where we are more focused on enabling others to deliver our messages for us. Any changes will also be influenced by any budget cuts the Authority may have to find to ensure the work is planned and delivered in an affordable and sustainable way.

Risk Management:

Delivery dependent on government advice and legal restrictions due to Covid19
Service Budget dependant on government grant changes
Also see service and corporate risk registers

Sustainability:

4. None

Equality:

5. This plan is key to the PDNPA addressing the inequalities in its visitor and audience profile.

6. Background papers (not previously published)

None

7. Appendices

Appendix 1 - Draft Audience plan

Appendix 2 - AUDIENCE PLAN AMBITION AND SCOPE

Appendix 3 - DRAFT MONITORING AND EVALUATION TOOLKIT

Appendix 4 - KEEP IMPROVE STOP START TABLE

Report Author Sarah Wilks , Job Title Head of Engagement, 7 July 2020

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Audience Delivery Plan 2020 – 2024

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1. Document purpose
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 - 2.2: Strategic Interventions
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 - 3.1.2 Age
 - 3.1.3 Health and Wellbeing
 - 3.1.4 Social segmentation
 - 3.1.5 Audience awareness and connection
 - 3.2: Identifying Gaps – Audit of existing work
 - 3.3 Key Principles
 - 3.4 Five years what does success look like
4. Monitoring and Evaluation
5. Action Plans
 - 5.1 Young people
 - 5.2 BAME
 - 5.3 Marketing and Communications

Supporting Documents

1. Keep Improve Start Stop (KISS) Table
2. Young people's 3x3 action plan
3. BAME 3x3 action plan
4. Communications 3x3 action plan
5. Monitoring and Evaluation toolkit

1. Document Purpose

This document lays out what audience engagement in the Peak District National Park Authority (PDNPA) will look like in 2024 once the change programme is complete. Our corporate strategy for 2019-24 focuses on actively supporting communities in the National Park to feel part of this special place, and diversifying and re-awakening public support and love of national parks. It sets the outcomes we want to achieve over this five-year period, as well as aspirations to 2040. It provides the framework for us to align our resources to help achieve this.

This document sets out the detailed vision, the projects that will help achieve this and describes where the various responsibilities/accountabilities lie. This will enable the PDNPA to allocate suitable resources necessary to achieve the vision below.

UK national parks are a breathing space for millions of people, providing countless opportunities for learning, discovery and enjoyment. We are designated protected areas because of the mix of spectacular landscapes, wildlife and cultural heritage. These special qualities continue to make national parks as important today as when our founding legislation came into being 70 years ago.

The Peak District National Park is the UK's original national park. Lying at the heart of the country surrounded by urban areas, it is easily accessed by the 16 million people living within an hour's travel. This plan explains how we will monitor our reach to these people and how we will work to ensure equality of access for all.

The direction of our audience delivery can clearly be seen in the Vision and Mission for the Peak District National Park:

Our vision:

For the Peak District to be loved and understood as the UK's original national park.

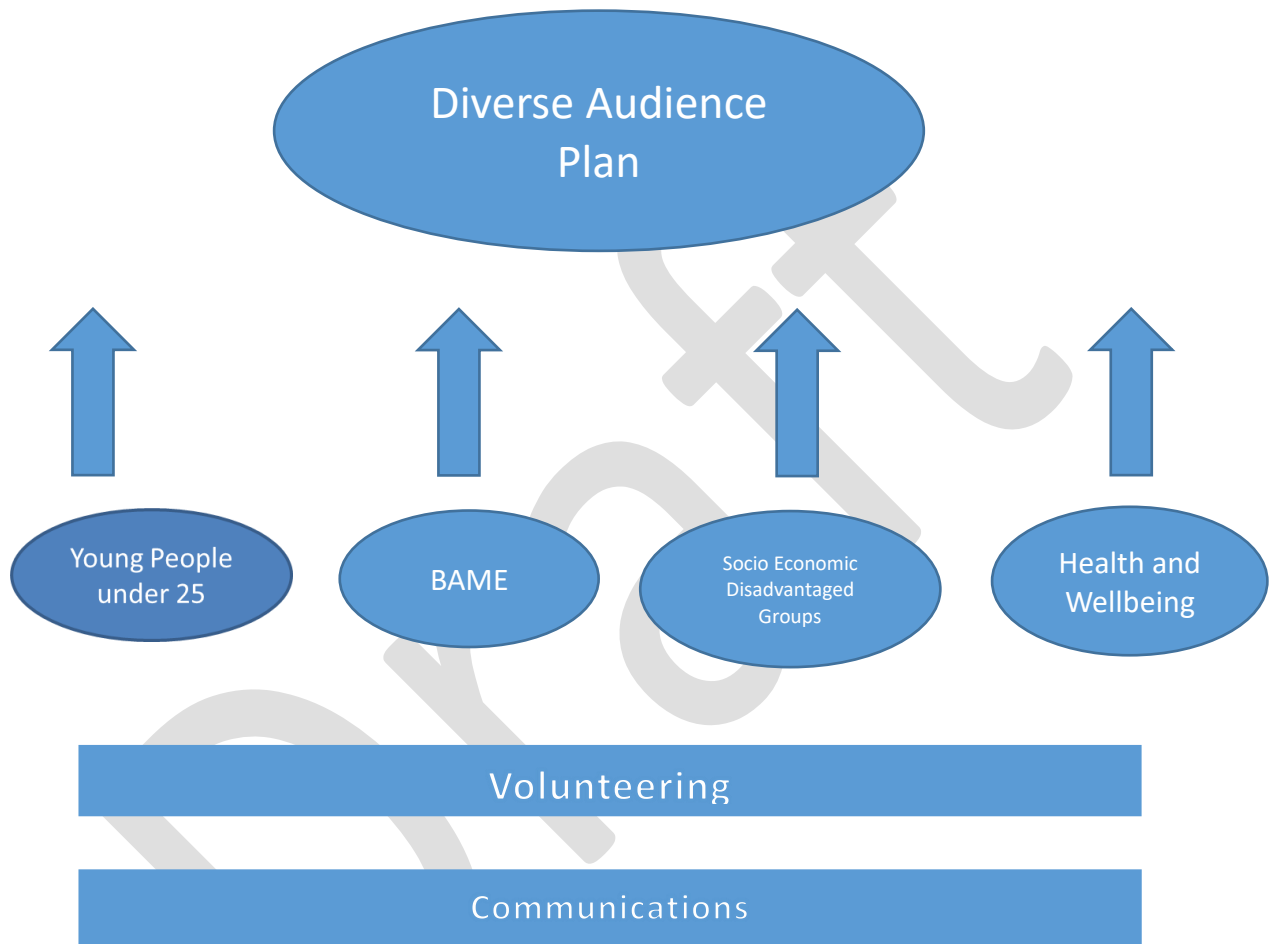
Our mission:

To speak up for and care for the Peak District National Park for all to enjoy forever.

This plan works by bringing together the key deliverables for the wider Authority teams in one overarching document. The diverse audience plan clearly demonstrates how the connected elements support each other for the benefit of our audiences and the PDNPA corporate strategy. Communication is a key element of delivering each element of the diverse audience plan. The below

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clearly shows how the Communications plan supports and compliments our clear strategy to connect people to the National Park and make them aware of the PDNPA.



Background

The Peak District National Park Authority has a well-established visitor base, a good reputation in visitor engagements across a wide range of interventions. The current data available shows us has having a good representation from BAME and young people through visitors to the National Park and through our current highly popular interventions. However we know we can do more and go further to grow our volunteering, do more for the nation's health and wellbeing, reach more BAME and young people and communicate what the National Park has to offer more clearly to these audiences. We know we have an excellent staff/volunteer led range of interventions that help people connect more deeply with the National Park. We need to do more to reach beyond our boundaries, we need to encourage people to feel empowered to visit independently in a sustainable way and we need to listen and learn from our communities. Together we can work collaboratively to grow 'everyone

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welcome, every day' as well as providing quality opportunities to deepen people's connection and understanding to support the National Park.

2: Corporate Strategy

The vision and mission statements have been taken and clarified in our aspirations and ambition for our audience outcomes in the 2019-2024 corporate strategy and are articulated in Outcome 2: A National Park loved and supported by diverse audiences

This is further broken down below.





- Greater audience reach among under-represented groups
- A strong identity and excellent reputation driving positive awareness and engagement
- Active support through National Park points of contact to generate sustainable income

2:1 Corporate strategy KPI's 2024





The audience delivery plan brings together the strategic interventions for a number of KPI's:

**Outcome: A
National Park
loved and
supported by
diverse audiences**

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KPI 11: PDNP audience reach is 30% closer to demographics of those within an hour's travel	KPI 12: Peak District National Park connection is increased by 20%	KPI 13: PDNPA awareness is increased by 30%	KPI 15: An extra £250,000 in volunteer support

And has strong links with:

			
KPI 14: Generate an extra £500,000 sustainable gross revenue income	KPI 8: 5% increase in audiences actively engaging with cultural heritage	KPI 23: Workforce closer to the demographics of those within an hour's travel time of the PDNP	KPI 18: 1,000 PDNPA interventions facilitating community development

2.2: Strategic Interventions 2010-2021

Greater audience reach among under-represented groups	
KPI 11: Proportion of under-represented groups reached	Carry out data research to establish baseline audience demographics
	Prioritise gaps and establish plans by audience group (digital, supporters, visitors staff, volunteers) to close any gaps

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<p>2024 target: Peak District National Park audience reach that is 30% closer to demographics of those within an hour's travel time of the National Park</p> <p>2040 target: Peak District National Park audience that matches regional demographics</p>	Implement plans to match our offer to audience needs including engagement opportunities for all young people within an hour's travel time of the Peak District National Park, recruiting volunteers from under-represented groups, providing inclusive health, education and accessibility activities and developing digital channels that better align with the audiences we want to reach
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required

A strong identity and excellent reputation driving positive awareness and engagement	
<p>KPI 12: Public connection with the Peak District National Park</p> <p>2024 target: Peak District National Park connection is increased by 20%</p> <p>2040 target: 40% increase in connection to Peak District National Park</p>	Use research to develop a plan to better understand our existing and potential audiences to increase public connection with the National Park
	Implement plans to increase public connection with the National Park through the development of quality engagement opportunities that encourage responsible behaviours and by growing sustainable tourism products
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required
<p>KPI 13: Public awareness of Peak District National Park Authority</p> <p>2024 target: Peak District National Park Authority awareness is increased by 30%</p> <p>2040 target: 50% increase in public awareness</p>	Use existing research to develop a plan to increase awareness of the work of the Authority
	Implement the plan to increase awareness of the Authority, including but not limited to development of a Net Promoter Score (or similar) and seeking external awards in relation to our work
	Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required

Active support through National Park points of contact to generate sustainable income

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KPI 15: Value of Peak District National Park Authority volunteer support 2024 target: Generate an extra £250,000 in volunteer support across the Peak District National Park Authority 2040 target: Generate an extra £500,000 in volunteer support across the Peak District National Park Authority	Review management and development of volunteers and roles to create an action plan to target increased volunteer support, diversity and efficiency
	Implement action plan to improve opportunities for volunteering and increase diversity amongst our volunteers

3: The current position

3.1: Data

To gain a clear base line of data to inform an audience delivery plan and to monitor change over the corporate strategy period the PDNPA has signed up for ongoing awareness research with NFP Synergy. This gives us access to a syndicated survey alongside a large number of other non-profit organisations, where twice a year, a UK-representative sample of 1,000 people will be surveyed. Included in the questioning is general insight to the sector, brand index information, public opinion and what current issues are felt most important by potential visitors. Some of the questions will give us a general insight to the sector, public opinion and what current issues are felt most important. Participants will also be asked specific questions about the PDNPA and the PDNP to enable us to monitor KPI's 11, 12 and 13.

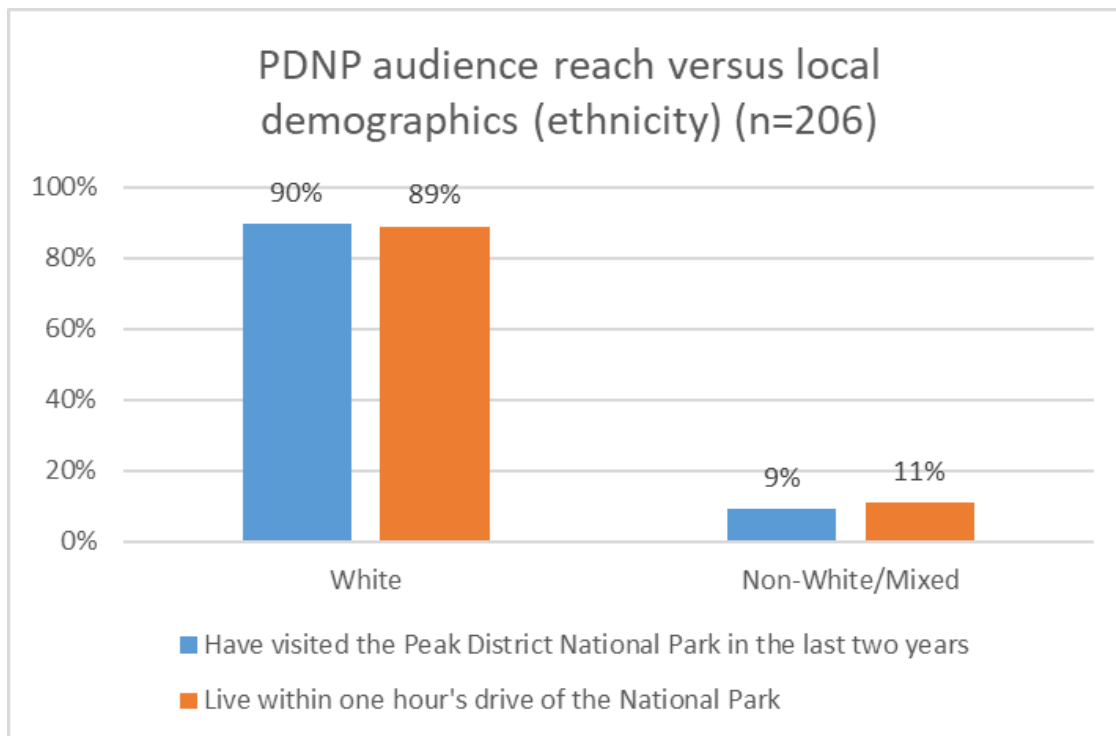
In the first survey, 206 of the 1,000 people had visited the PDNP, so these responses have been used to assess our audience demographics and what people experienced during their visit to the PDNP. At present these are the views of a relatively small number of people (206), but once we have carried out repeat surveys, NFP Synergy will be able to collate responses and give us even more robust data. The numbers that we are reporting here are for the smaller sample size, but the number of responses was large enough to be broken down for analysis and gives us a good indication of our current position.

3.1.1 Ethnicity

Past data has shown that non-white visitors to National Parks were a much unrepresented group, so we have focused work in the past with BAME communities with projects such as MOSAIC. This data is the first time that the data has shown this gap to be so close to the demographics of our local population. While this is something to celebrate it should also be taken with caution as the numbers surveyed are low (206 people). We have taken this as an indication that the direction of our work in this area is showing early results but continued effort and focus is required. Further NFP Synergy surveys will help to inform this.

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Table 1 PDNP Audience reach versus local demographics- Ethnicity



Why a focus on BAME?

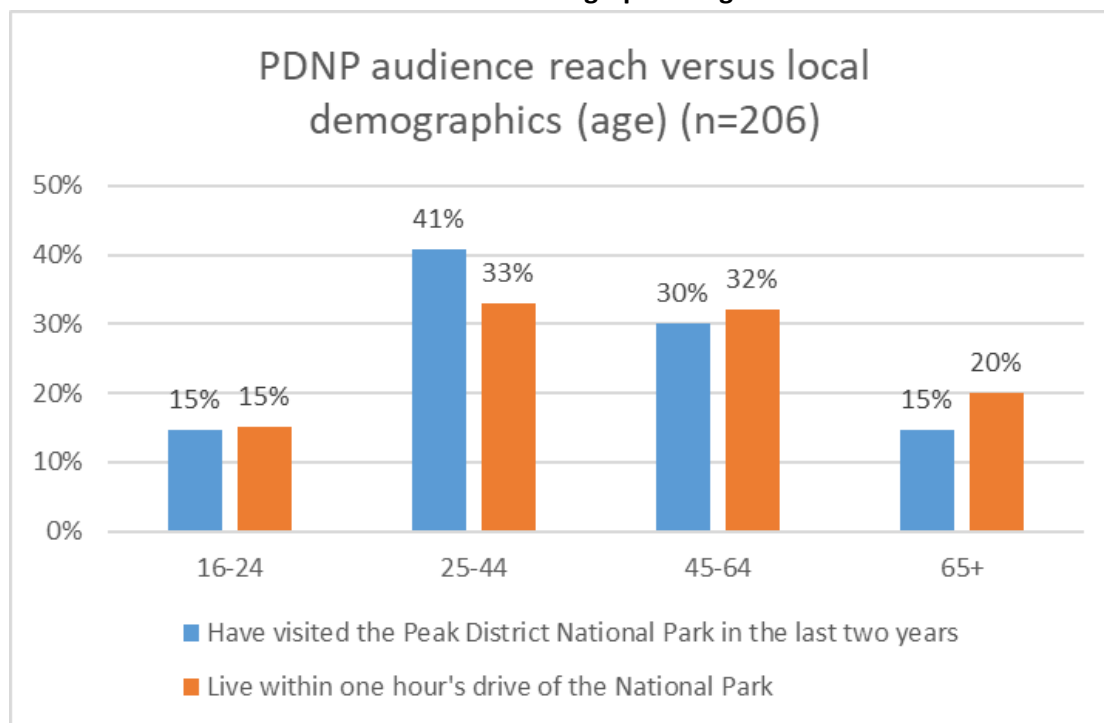
- Data has consistently shown that BAME communities are less represented in visitors to the National Park
- A key aim of our corporate objectives is to work to match our national park communities to the surrounding population demographics
- The BAME community are not well represented in the life of the National Park, in staff volunteers or decision making
- Recognised in national strategic plans such as landscape review, Defra 25 year plan and national parks Covid19 recovery plans

3.1.2 Age

Previous data has indicated that young people are another of the underrepresented groups that visit the National Park. The data from the NFP Synergy survey shows that this group are well represented compared to local demographic data. Again as the numbers surveyed are low work with young people will continue to be a focus and will be monitored by further surveys. We will still aim to ensure that every young person within an hour's travel time of the PDNP will have an opportunity to visit and connect with this special place while they are at school as stated in the corporate objectives.

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Table2 PDNP audience reach versus local demographics- Age



Why a focus on Under 25's

- Research shows that children are spending less time in the natural environment and are less connected to the natural world
- Data has consistently shown that under 25's are less represented in visitors to the National Park
- Under 25's are not well represented in the life of the National Park, in staff volunteers or decision making
- Research shows that if you can connect a child between the ages of 7 and 11 to the natural environment they are more likely to show sustainable behaviours in later life
- A focus on young people is a feature in national strategic plans such as landscape review, Defra 25 year plan and national parks Covid19 recovery plans

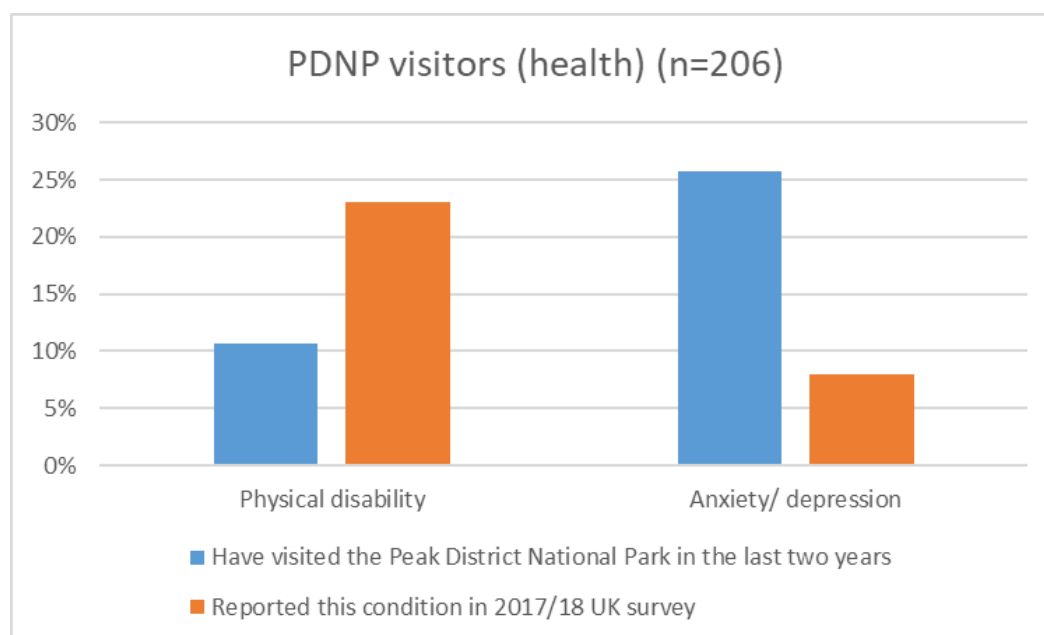
3.1.3 Health and wellbeing

Because NFP synergy collect data from different health related charities we have been able to use this to inform the graph above. This supports existing anecdotal evidence and clearly points to us needing to look further at why those with physical disabilities use the PDNP less frequently, whether it is related to physical access or other psychological barriers.

This is the first time we have collected information in this way so some caution should again be applied to this data which we will be able to evaluate further as the NFP Synergy surveys give us more data.

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Table3 PDNP audience reach by health



Why a focus on health and wellbeing

- There has been a growing recognition of the benefits of the natural environment for the health and wellbeing of the nation, and evidence to support this. Not least the legislation from 70 years ago and the second purpose of National Parks having provenance as 'breathing spaces' for the nation.
- This has been recognized in several key strategic documents
 - 25 year Environment Plan
 - PHE NPA accord
 - Landscape Review – Proposal 10: Landscapes that cater for and improve the nation's health and wellbeing
 - NPA Covid 19 recovery plans
- Recognised by NPE in the 3x3 paper and supported by Chairs and CEO's

3.1.3 Socio-economically Disadvantaged groups

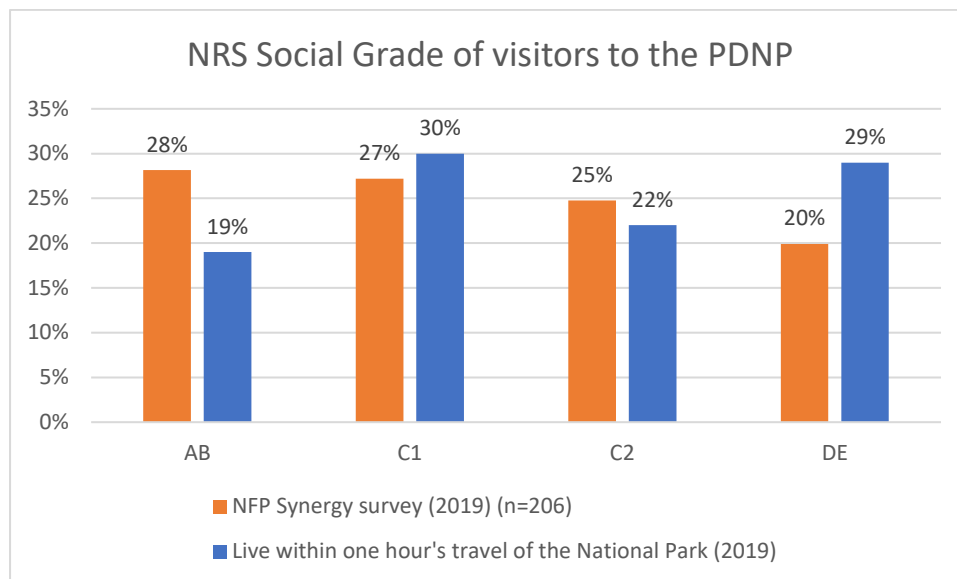
Based on the NRS Social Grading demographic classification (data in yellow) this data shows that visitors to the PDNP are more likely to come from higher social classes. Visitors from C2 and DE groups are under-represented by comparison, in the case of DE, approximately a third fewer.

Whilst there are fewer non-white visitors than UK averages, this is not significantly lower than the ONS UK average.

So in each of the other groups above we will focus on reaching those at greatest social economic disadvantage.

Table 4 PDNP Audience by social segmentation

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(UK ONS Avg: 86% white)

Why a focus on socio economically disadvantaged groups

- Research shows people from these groups are less represented in visitors to the national park
- Research shows that people from this group benefit most from connection to the natural environment
- Recognised in national strategic plans such as landscape review, Defra 25 year plan and national parks Covid recovery plans

3.1.4 Audience Awareness and Connection

Data on Authority awareness within audiences outside the National Park has been assessed through the NFP Synergy survey. In the baseline survey, 42% were aware of the PDNP under 'prompted awareness', and our current 'brand index' is 0.58 – this places us between 0.3 and 1.12 away from selected industry peers. Logo awareness was 14%. One in four (24%) identified a 'connection' with the National Park.

Data from the 2019 residents' survey completed in Q3 19/20 indicates that 78% of residents currently agree they are 'informed about the work of the Authority'.

Further analysis of preferred means of communication suggests a balanced split between digital (web and social media) and hard-copy (print media, ParkLife magazine). This will underpin communications planning alongside audience development work (KPI 11), and will be continually assessed to guide division of resource between our online and offline communications. Whilst there has been an increase in the use of social media among residents, it still remains lower than the UK average.

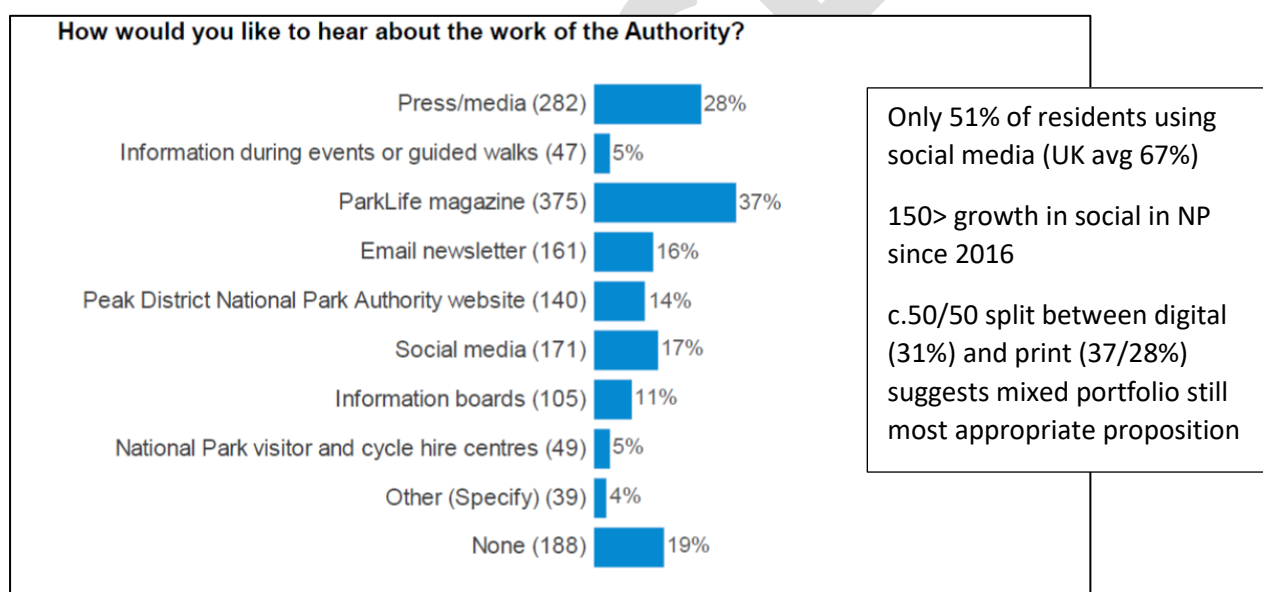
If the Authority wishes to pursue a targeted increase in our 'Brand Positioning' for spontaneous awareness (as measured by NFP Synergy), it should be noted this would require significant financial investment. A case study example by NFP Synergy (Water Aid), suggested an increase in 'media spend' of 120% percent over 5 years. The current MarComms baseline budget has no specific provision for direct advertising. It further indicates approximately £100,000 investment would produce a return of around 1% increase in spontaneous awareness.

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The investment made by Water Aid led to an 18% increase in ‘prompted’ awareness (when the respondent is asked if they have heard of the organisation in question) over a 5 year period. The current prompted awareness figure for PDNP is 42% (similar to the case study example). This would suggest the current proposed plus-30% target for Peak District National Park Authority awareness by 2024 may not be realistic or achievable within the current budget envelope and potential post-Covid-19 limitations.

The 20% increase in PDNP ‘connection’ (KPI12) as measured by NFP Synergy is still considered to be reasonable, however no indicative case studies are available for this metric. A note of caution in use of Net Promoter Score (NPS) for any metrics; as this is based on recommendation, it is likely that visitor decisions could be formed on activities and experiences that may be out of the control of the Authority.

Table 5: PDNP Residents preferred communication method



Marketing Communications – an emphasis on digital, brand and tone of voice

- Marketing Communications (MarComms) will underpin our delivery to new audiences, and remains a cross-cutting support service throughout the Authority
- Our delivery principles are; brand (the ‘why’), our digital offer (the ‘what’) and our tone of voice (the ‘how’) – it is this latter element that is crucial to a successful audience engagement plan
- Our digital platforms remain a significant growth area in our ability to communicate with the public – avg 23% growth in social media followers within the last 12 months, with a monthly reach of 1.5m people.
- Return on investment in audience reach for print communications (*ParkLife*, regional media) is diminishing
- Online advertising and geo-targeted social media posts offer an opportunity to target new audiences with a low cost of entry
- Data has consistently shown that under 25’s are less represented in visitors to the National Park – around 90% of 18-25s use social media regularly
- The digital proposition may also include a review of our current website offer

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3.2 Identifying Gaps – Audit of existing work

As well as the NFP Synergy data a number of different approaches have been used to inform this audience plan. The aim has been to audit existing work across the Authority, identify gaps in delivery as well as keeping staff informed and involved in the creation of the delivery plan – see KISS analysis table in appendix 1. Approaches used are listed below.

- Staff contributed to gathering information on current delivery position 2 staff focus groups were held one on young people and one of diverse audiences. Staff were asked to identify gaps and make recommendations.
- Workshop with Learning & Discovery rangers to focus on young people delivery and future opportunities
- Volunteer action plan created and agreed and P&R Committee
- Health and Wellbeing paper taken and approved by Authority Committee
- Comms action plan developed with comms team, informed by outcomes of staff focus groups.

From this work both gaps in our offer and ways of working were identified and are summarised below.

3.2.1: Gaps Identified:

- Currently rely heavily on staff lead activity which in some cases is supported by volunteers.
- Lack of opportunities that empowers people and organisations to become successful, knowledgeable independent visitors.
- Signposting and connectivity with partners both within and outside NP.
- Lack of products and opportunities that are co-created with users.
- Opportunities for young people post 16 and teacher support.
- Volunteering – see volunteering action plan P&R committee 4/10/2019
- Health and wellbeing – PDNPA meeting 14/2/2020
- MarComms baseline budget inherently limited in non-staff revenue for delivery, with reliance on digital communications with minimal cost intervention
- Traditional over-reliance on communications with current audiences, with limited targeting
- Historical lack of coordination with stakeholders, DMO (improving via #PeakDistrictProud and SLA engagement)
- Limited targeted resource to deliver to diverse audience

3.2.2: New Ways of working and existing ways that need developing and strengthening

- Maintain and improve our core interventions e.g. educational visits, ranger lead interventions, junior rangers and nature tots, NCS, ambassador centres, volunteering, PPCV etc.
- ‘Everyone welcome, everyday’, building everyday accessible opportunities at key audience hubs. Opportunities are co-created with diverse audience groups.
- Improved opportunities for young people especially those post 16.
- Reaching beyond our boundaries using on-line material, training and new interventions to support and empower schools and local communities

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- Projects that amplify our reach both within and outside the NP. Supporting communities in new and innovative ways
- Partnerships that amplify our reach both within and outside the NP. Supporting communities in new and innovative ways
- Our infrastructure supports our delivery ambitions
- Our staff and volunteers feel skilled and confident with the tools to deliver at their best.
- Adaptability and agility to embrace emerging digital technology to support new visitors
- Improved understanding of the needs of target audiences to build confidence and better enable safe and responsible self-lead visits
- Improved sharing of NP comms on delivery to build support from under-represented audiences (propensity to support exists)
- Comms output that looks and sounds more like some of our under-represented audiences

These are captured in the 5 core principles below

3:3 Key Principles

1. Evidence led with fit for purpose monitoring and evaluation
2. Affordable and sustainable plan diversifying and growing income sources
3. Build our digital reach and amplify our voice to develop connection and awareness with diverse audiences
4. Continue to work in partnership, moving to an intelligent client model, enabling delivery through others
5. Working beyond our NP boundaries to consolidate and grow where opportunities arise into neighboring urban communities

Ladder of engagement

From the 2015 People and Park Connected strategy the Peak District National Park adopted and three tier ladder of participation for its outreach and engagement work. This work recognised that our audiences engage with the park at different levels and many travel through these stages as their connection with the place builds. This pathways helps to support us in developing opportunities at each level.

The three levels of participation reach across our priority audiences;

Enjoying the park —————> Understanding the park —————> Supporting the park

From the research conducted in the People and Park Connected strategy which is still supported today through much of the evidence gathered, we can say about each of these groups:

Enjoying the park

Many people, even those living close by, do not visit, engage with or take the opportunity to enjoy the National Park. The reasons for this are complex. However, we can do more to minimise some of the barriers, and to work with partner organisations to target more diverse audiences. We will provide a range of accessible, high quality experiences, in accessible, high quality places. People will

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know they are in a National Park and what a special place this is. Audiences will be able to access on line information and have opportunity to feel welcome and to visit independently.

Understanding the park

We are proud of the range and depth of our work that deepens people's understanding of the National Park. We want to continue and build on this so that people who visit or live here understand and value this special place. We will focus on activity at key properties, sites and learning partnerships. We will also enable others to feel confident, knowledgeable and skilled.

Supporting the Park

We want more people to support and care for the National Park to help protect it for the future. Support may be through volunteering, by giving time to work for committees, forums and 'friends of' groups whose work helps to look after the National Park, buying our products and using our services and by donating cash. Support may also be through advocacy and championing of this iconic landscape. This is a longer term deeper relationship with two way benefits and mutual understanding.

For each of these levels of engagement there will be a number of possible interventions we could offer to engage people and deepen their connection with the National Park. These are highlighted in the KISS table and the action plan.

3.4 Five years what does success look like

At the workshops and focus groups staff also developed a clear idea of what successful delivery would look like in five years' time. This statement supports the KPI's for the audience plan and with the gap analysis above has been used to complete the KISS table in appendix 4.

Through collaborative working, external partnership and co-creation a range of relevant and well used initiatives have been developed at key visitor hubs. These interventions have been proven to meet the needs of our customers, bringing diverse groups to our places and enabled communities to visit and enjoy the national park independently.

People and communities are enabled to contribute meaningfully to the National Park, support our work in time or financially and have opportunities to learn more.

4: Monitoring and Evaluation for all audience work

This section of the Audience plan lays out a framework for monitoring and evaluation of the Audience delivery plan, one of the 5 key principles.

For reporting on the corporate objective KPI's we are using data from NFP Synergy research. This is giving us a broad picture of how wide spread understanding of the general population is about the National Park and the work of the Authority. It also gives us a good insight to the diverse audiences we are and are not reaching.

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We also need to monitor and evaluate work we do in different teams and projects to help us understand which interventions are most successful and for which audience groups. This will help to inform our audience delivery plan and make adjustments to interventions and targets as we learn from our successes and mistakes.

As the focus of our work shifts from an emphasis on direct delivery to empowering and supporting communities to access the PDNP and influencing our partners to deliver our messages we will need to develop new ways to monitor and report our work.

This work has been on going and ways to evaluate and monitor different areas are explained in the monitoring and evaluation tool kit.

5: Action Plans for target Audiences

To support the delivery of the work on the ground we have a volunteer action plan approved by P&R committee on the 4/10/2019, health and wellbeing 3x3 plan approved by Authority on 14/2/2020 and are now working on finalizing 3x3 plans for young people, BAME communities, and a communications plan to run across all of these. The key themes of these new plans are explained below. More detailed plans and the monitoring and evaluation to support them are being developed and shared with relevant teams and services. These will be complete as planning for 2021/22 is finalised.

5:1 Young people Under 25

1. Supporting self-led visits -using high quality on-line material, training and new interventions to support and empower schools and local communities, extending our reach, building everyday accessible opportunities at key audience hubs.
2. Increasing Geographic reach and equality of access – addressing socio economic inequalities by reaching beyond our boundaries, building confidence in communities where opportunities are co-created .
3. Champions and ambassadors – reaching beyond our boundaries working with young people and their support networks to develop training and networks that enables young people to understand, access and influence the Peak District.

5:2 BAME

1. Supporting self-led visits and accessibility – Reaching beyond our boundaries using on-line material 'Everyone welcome, everyday', building everyday accessible opportunities at key audience hubs.
2. Extending Geographic reach and equality of access, – Projects that amplify our reach both within and outside the NP. Supporting communities in new and innovative ways where opportunities are co-created
3. Champions – working with the champion model developing skills in communities and building networks and partnerships that amplify our reach both within and outside the NP. Developing the confidence in communities to support access to the national park.

5:3 Marketing and Communications

1. Communications that look and sound like our diverse audiences
2. Digital communications that target and speak to our diverse audiences
3. Physical touchpoints and interpretation that positively share the brand

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Diverse Audience Plan: Our ambition and scope of current activities

A National Park loved and supported by diverse audiences.

Key Principles

1. Evidence led with fit for purpose monitoring and evaluation
2. Affordable and sustainable plan diversifying and growing income sources
3. Build our digital reach and amplify our voice to develop connection and awareness with diverse audiences
4. Continue to work in partnership, moving to an intelligent client model, enabling delivery through others
5. Working beyond our NP boundaries to consolidate and grow where

Young people (under 25)

1. Supporting self-led visits using on-line material, training and new interventions to support and empower schools and local communities
2. Increasing Geographic reach and equality of access – reaching beyond our boundaries
3. Champions – reaching beyond our boundaries using on-line material, training and new interventions to support and empower schools and local communities

1. Schools – easily accessible online guides and materials, Youth groups- NCS, Uniform groups and DofE with easily accessible online guides and materials, Scouts and Guides development of new badge? Staff training, John Muir Award- Delivery providing a strong framework to ensure connection to the place and quality assurance
2. Targeted projects Upland Skies, Oldham work with Public Health and youth team, Targeted school visit programme based from fringe centers outreaching to urban area, NP Educators group response to Covid 19 and Landscape review.
3. Ambassador Schools, Ambassador Centre's Youth Voice – Junior Rangers

BAME

1. Supporting self-led visits and accessibility – Reaching beyond our boundaries using on-line material, building everyday accessible opportunities at key audience hubs
2. Extending Geographic reach and equality of access, – Projects that amplify our reach both within and outside the NP.
3. Champions – working with the champion model developing skills in communities, building networks and partnerships that amplify our reach. Developing confidence in communities to support access to the national park.

1. How to guides and walks – Linked to Covid19 recovery plan, revision of website, #PDP – extending the reach
2. Targeted activity within projects Upland Skies, SWP, Health and wellbeing work and projects in development with Oldham and Kirkless, Delivery of Covid19 recovery plans, Education and Outreach and Health and Wellbeing
3. MOSAIC next steps including working with under 25's, growing volunteering opportunities, developing supported networks and partnerships

Health and Wellbeing

1. Prevent: Protected landscapes are recognised by the health sector as places to develop personal resilience and nurture good health and wellbeing.
2. Restore: Significant social prescribing activity taking place in and around protected landscapes, and targeted projects that address health and social inequalities
3. Excel: National Parks are recognised as delivering and inspiring excellence in natural health solutions

1. Signposting activities and opportunities available in National Parks, developing National Health Service Website, Miles without stiles, walks around, guided walks, cycling offer. Supporting skill development and continuous learning- developing a programme for PDNP staff and key partners such as navigation, nature connection activities, John Muir Award leader training
2. Connect to link workers to ensure our offer is visible and taken up, with partners develop new project opportunities, FFW, HFT, Health walks, Dementia walks, Evaluate our contribution to social prescribing and effectiveness of projects
3. Develop partnership with PHE regions to share best practice and develop joint programmes. Link with academic institutions to foster research and innovation

Volunteers

Investing in our People
Systems and Processes
Resource and Infrastructure
Volunteering Development

See volunteer plan

Communications

1. Communications that look and sound like our diverse audiences
2. Digital communication that target and speak to our diverse audiences
3. Physical touchpoints and interpretation that positively share the brand

1. Marketing materials that reflect the needs and interests of our diverse audiences, imagery and language. A dynamic digital platform that supports active visitor engagement (and our objectives on the ground)
2. 'Paid for' content such as Google and Facebook Ads, geotagging, calendar and theme led activity, making the most of partnerships, monitoring and analyzing our social media and being adaptable to trends
3. Visitor welcome and 'touch points' that are consistently branded, visually engaging, use plain language and are accessible to all, the 'final mile' connection – bringing together pre-visit engagement and meeting expectations on the ground – cross team working

The diverse audience plan is interlinked with the volunteer action plan and all action plans will be guided by the 5 key principles and monitored and evaluated as laid out in the toolkit

Audience: Targets and Timescales in Corporate Strategy



CS 2024	KPI 11: PDNP audience reach is 30% closer to demographics of those within an hour's travel	KPI 12: Peak District National Park connection is increased by 20%	KPI 13: Peak District National Park Authority awareness is increased by 30%	KPI 15: An extra £250,000 in volunteer support
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CS 2024	KPI 14: Generate an extra £500,000 sustainable gross revenue income	KPI 8: 5% increase in audiences actively engaging with cultural heritage	KPI 23: Workforce closer to the demographics of those within an hour's travel time of the PDNP	KPI 18: 1,000 PDNPA interventions facilitating community development
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Indicative Timescale For Member Engagement – Shaping¹, decision making² and informing/updating³

Committee, Forum or Meeting Dates	Project or Activity
6th December 2019 Programmes and Resources Committee	Volunteering Programme 2019-2024 (2) Introduction to the volunteer action plan 2019-20 (2)
14 th February – Authority meeting	Health and Wellbeing paper and 3x3 plan
20 th March 2020 Programmes and Resources Committee New date TBC	Volunteer Vision (1) Volunteer Managers Capability and Confidence programme (3) Volunteer Engagement Plan (3)
1 st May 2020 Programmes and Resources Committee New date TBC	Investors in Volunteers accreditation plan (1)
17 th July Programmes and Resources Committee	Draft Audience Plan presentation
4 th December Programmes and Resources Committee	Final Audience Plan and Monitoring and Evaluation Toolkit

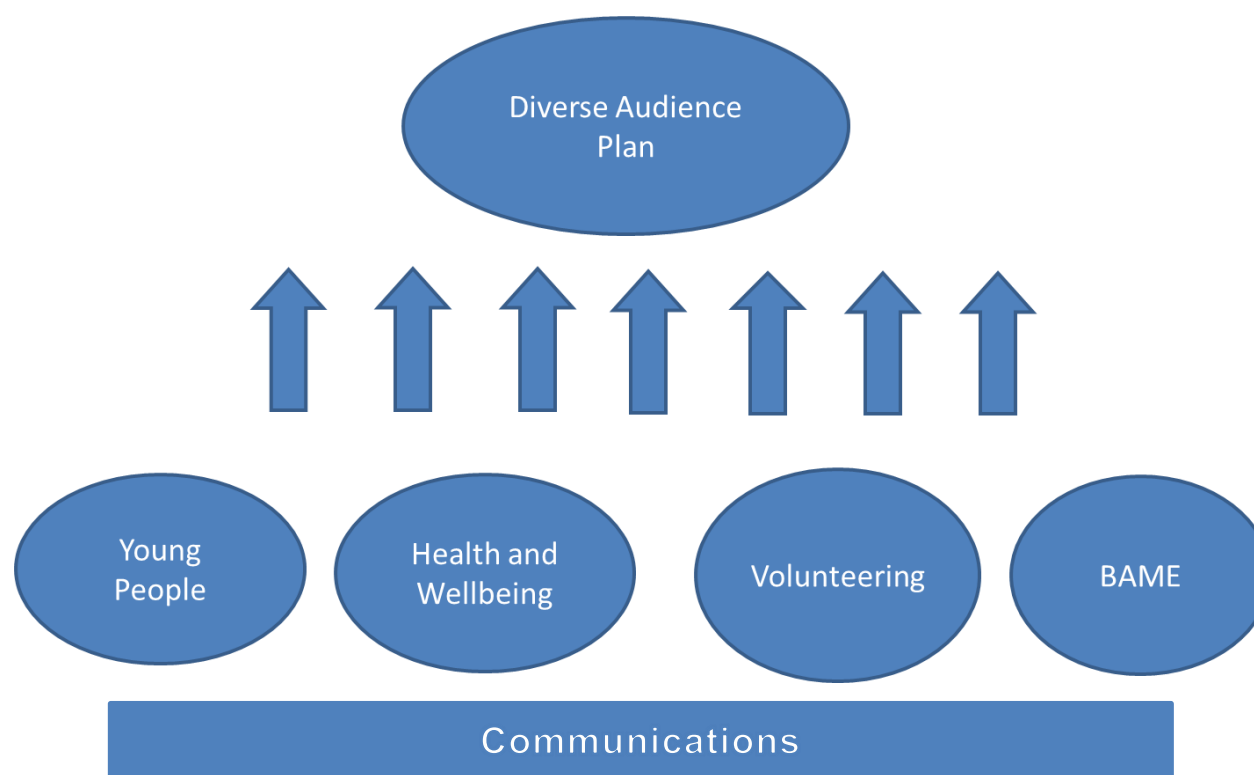
Diverse Audience Plan Vision

Our vision is:

A National Park loved and supported by diverse audiences.

We will do this by:

Bring together the key deliverables for the engagement team and wider CDE directorate in one overarching document. The diverse audience plan clearly demonstrates how the connected element support each other for the benefit of our audiences and the PDNPA corporate strategy. Communication is a key element of delivering each element of the diverse audience plan. The above clearly shows how the Communications plan supports and compliments our clear strategy to connect people to the National Park and make them aware of the PDNPA.



Background

The Peak District National Park Authority has a well-established visitor base, a good reputation in visitor engagements across a wide range of interventions. The current data available shows us has having a good representation from BAME and young people through visitors to the National Park and through our current highly popular interventions. However we know we can do more and go further to grow our volunteering, do more for the nation's health and wellbeing, reach more BAME and young people and communicate what the National Park has to offer more clearly to these audiences. We know we have an excellent staff/volunteer lead range of interventions that help people connect more deeply with the National Park. We need to do more to reach beyond our boundaries, we need to encourage people to feel empowered to visit independently in a sustainable way and we need to listen and learn from our communities. Together we can work collaboratively to grow 'everyone welcome, every day' as well as providing quality opportunities to deepen people's connection and understanding to support the National Park.

Programme Proposal

The eight main elements of audience plan are set out in the diagram above. This illustrates our ambition and scope of activities that have been identified to achieving this. The main elements to the programme are divided as:

1. Maintain and improve our core interventions e.g. educational visits, ranger lead interventions, junior rangers and ranger tots, NCS, ambassador centres, volunteering, PPCV etc.
2. 'Everyone welcome, everyday', building everyday accessible opportunities at key audience hubs. Opportunities are co-created with diverse audience groups.
3. Improved opportunities for young people especially those post 16.
4. Reaching beyond our boundaries using on-line material, training and new interventions to support and empower schools and local communities
5. Projects that amplify our reach both within and outside the NP. Supporting communities in new and innovative ways
6. Partnerships that amplify our reach both within and outside the NP. Supporting communities in new and innovative ways
7. Our infrastructure supports our delivery ambitions
8. Our staff and volunteers feel skilled and confident with the tools to deliver at their best.

This work will be led by the Head of Engagement and Head of Marketing and Communications supported by the CDO directorate, and relevant staff and volunteers. The ambition is that the diverse audience programmes will involve many of the directorate's across the PDNPA by 2024 and beyond.

Keep Improve Stop Start (KISS) table

This table has been developed following workshops and focus groups with staff from across the Authority, building on the new approaches agreed at these meetings see **section ?**. The table follows the ladder of engagement approach outlined in **section?** We currently offer a wide range of activity for diverse audience and young people see appendix 1 and 2 for an overview of these activities. The delivery to young people is shown to be more established and covering more of the ladder of engagement. Whereas the offer for diverse audiences is less established and relies heavily on staff interaction, although there are some very effective examples and pilots to build on and develop.

The KISS table shows the areas of work we should continue to develop, areas we should stop and where our gaps in delivery are. The table includes both engagement and communication actions and clearly identifies and amplifies opportunities where health, visitor engagement and volunteering intersect. It focuses on the approaches that will enable us to reach a wide audience to move the demographics of those engaged with the PDNP to those closer to our surrounding audience. This will need us to work in different new and innovative ways, not just focus on our direct delivery work.

New approaches to empower and enable:

- 1. Maintain and improve our core interventions e.g. educational visits, ranger lead interventions, junior rangers and ranger tots, NCS, ambassador centres, volunteering, PPCV etc.**
- 2. 'Everyone welcome, everyday', building everyday accessible opportunities at key audience hubs. Opportunities are co-created with diverse audience groups.**
- 3. Improved opportunities for young people especially those post 16.**
- 4. Reaching beyond our boundaries using on-line material, training and new interventions to support and empower schools and local communities**
- 5. Projects that amplify our reach both within and outside the NP. Supporting communities in new and innovative ways**
- 6. Partnerships that amplify our reach both within and outside the NP. Supporting communities in new and innovative ways**
- 7. Our infrastructure supports our delivery ambitions**
- 8. Our staff and volunteers feel skilled and confident with the tools to deliver at their best.**

- 9. Adaptability and agility to embrace emerging digital technology to support new visitors**
- 10. Improved understanding of the needs of target audiences to build confidence and better enable safe and responsible self-lead visits**
- 11. Improved sharing of NP comms on delivery to build support from under-represented audiences (propensity to support exists)**
- 12. Comms output that looks and sounds more like some of our under-represented audiences**

Enjoy the park:	Activity/Intervention	Comms actions/intervention
Keep	<p>Young people</p> <ul style="list-style-type: none"> • Ranger/nature tots • Cultural heritage archaeology events • Wild Child <p>Diverse audiences</p> <ul style="list-style-type: none"> • Range of supported diverse audience activity e.g <p>Dementia friendly walks, Peak park health walks, Next steps walks, Wellies group, ESOL women's walking group, Roll and Stroll, Mindfulness walks</p> <ul style="list-style-type: none"> • Miles without stiles • Hallam Uni foreign student introduction to the PDNP • MoorLIFE 2020 – Bogtastic van visiting communities <p>Volunteering</p> <ul style="list-style-type: none"> • Volunteers are key to the delivery of Health walks programme – develop support and structure • Volunteer Ranger programme which supports the delivery of activities 	<ul style="list-style-type: none"> • ParkLife magazine – remains key physical publication and still highlighted by around half of residents as primary method of engagement. * • Directional and navigation signage: continue rolling improvements to 'brand on the ground' signage at assets, including orientation maps at VCs and cycle hire centres. • #PeakDistrictProud – maintain continued seasonal roll-out of digital messages and hard materials (where appropriate) • Provide content to inbound media enquiries – tourism, magazines, broadcast travel and documentaries. Continue supporting availability of innovative camera and shooting techniques. • Providing a timely response to social media engagement (increasing method of 'new audience' engagement. • Maintaining content on critical platforms such as Google maps, TripAdvisor, possible use of Google Arts & Culture • Social media marketing, ParkLife inclusion, short-run events promotional materials • MwS (Miles without Stiles) : proofing, image-sourcing/capture <p>*Transfer to digital-only edition would represent cost-saving of approx. £8-10k per annum.</p>

Gap/Start	<p><u>Young people and diverse audiences</u></p> <ul style="list-style-type: none"> • Hub/visitor hub audience maps (who is the DA community in that location?) • Every day family offer in key school holidays at our VC/CH/our sites (<i>everyone welcome, every day</i>) • Improve uniformity of offer at different hubs for diverse audiences • ‘Everyone welcome, everyday’, co-creating with community groups everyday accessible opportunities at key audience hubs e.g. sensory trails, family trails, etc. • Uniform groups encourage to self -lead options or work at a high level to get a NP badge etc. <p><u>Volunteering</u></p> <ul style="list-style-type: none"> • A wide range of diverse volunteer roles and opportunities are available across the Park.- VC’s , Fundraising, Trails and Heritage • Wider family volunteering and shorter term micro volunteering opportunities available • Working in partnership to create bespoke volunteering opportunities for target groups • Involve existing volunteers in shaping new programmes 	<ul style="list-style-type: none"> • Improved promotion of ParkLife digital version – regular content and story sharing on publication of each addition. • Provide option for most isolated residents without internet to still receive physical copy of ParkLife? • Continually monitor benefits of emerging technology such as WhatThreeWords as engagement tool with younger audiences. . Continual assessment of platforms that may maintain engagement with young audiences via stakeholders and National Park family (e.g. TikTok) • Support Firewatch and other seasonal visitor management campaigns • Design support for new (maps) • Social media marketing; geotargeting? • Promotional videos and photo stills (representative of diverse audiences) • Work with IT service to roll-out improved online visiting information pages such as car parks; Google mapping, links to alternative nearby locations, tips on postcode accuracy, links to alternative means of travel (public transport), levels of ‘business’ during peak periods, nearby attractions/Dark Sky status etc. • Develop our relationships with digital influencers to target ‘new audience’ – has resource dependency
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<i>Stop</i>	<ul style="list-style-type: none"> • one off family activities e.g. wild Wednesday/wild child (could continue at learning centres where they have been successful only) • Uniform groups – Do less of these for one off groups and 	<ul style="list-style-type: none"> • Proposed continued cessation of residential deliveries of ParkLife due to cost and consistency of service.
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Understand the park:	Activity/Intervention	Comms activity/intervention
<i>Keep</i>	<p><u>Young people</u></p> <ul style="list-style-type: none"> • NP owns curriculum linked schools programme • Small projects - local schools, SEN groups, Abraham Moss junior FC, SWP YMCA project • Bogtastic van assemblies • NCS partnership <p><u>Diverse audiences</u></p> <ul style="list-style-type: none"> • Community group link conservation interventions e.g. Crisis, Assist, Golding grange, Buxton and Leek Collage, Early intervention service, Brightside workshops, Sheffield conversation club, Rossendale Trust, Home farm trust, Endeavour • Community grants -SWP 	<ul style="list-style-type: none"> • Content creation; interviews for ParkLife and social media content
<i>Gap/Start</i>	<p><u>Young people and diverse audiences</u></p> <ul style="list-style-type: none"> • Improved student placements opportunities. • Improved information and support for independent school visits (learning map). 	<ul style="list-style-type: none"> • Social media training support for champions • Seek to secure annual financial support from partners for #PDP (may be challenged by COVID-19 impacts)

	<ul style="list-style-type: none"> Progression for individuals/groups from ranger lead activity to self-lead. Skills and training for community group workers to build confidence (link with micro volunteering and everyone welcome offer) Structure developed for group delivery to enable/encourage above(include aims and objectives and needs assessment of group) <p><u>Volunteering</u></p> <ul style="list-style-type: none"> Diversity and Inclusion included in all new volunteer inductions 	<ul style="list-style-type: none"> Investigate use of AR (online) to provide interactive and explorative experiences to enhance enjoyment, but also support reduction in visitor impacts such as 'lost villages' in extreme weather events Design support for new products such as learning map etc. Dedicated resource from Digital Marketing Officer from Q1 20/21.
<i>Stop</i>	Review School curriculum offer to release resource for other start activities criteria; meeting KPI's, building real connection to the place/natural world	

Support the park:	Activity/Intervention	Comms activity/intervention
<i>Keep</i>	<p><u>Young people</u></p> <ul style="list-style-type: none"> Junior Rangers MICCI project Wild about your school D of E Gold Award Residential Young people action projects e.g Endeavour 	<ul style="list-style-type: none"> Social media marketing, ParkLife inclusion, short-run events promotional materials Ambassador Centres; design support, press and media

	<ul style="list-style-type: none"> Ambassador centres <p><u>Diverse audiences</u></p> <ul style="list-style-type: none"> Support for MOSAIC WP MOSAIC project Health activity through participation e.g Fit for work, Dry stone walling team, U3A, Boost, HFT <p><u>Volunteering</u></p> <ul style="list-style-type: none"> PPCV group delivery PPCV bespoke projects- Fit for work etc, Current regular volunteering programmes 	
Gap/Start	<p><u>Young people and diverse audiences</u></p> <ul style="list-style-type: none"> YP involved in decision making with in the PDNPA Junior ranger 16+ Ambassador schools – linking John Muir Award, teacher training and improved on line material <p><u>Volunteering</u></p> <ul style="list-style-type: none"> Explore Volunteering opportunities as part of any social prescribing partnerships bridging the gap between Junior Rangers and Rangers Actively seek opportunities for PPCV to develop partnership working with target audiences 	<ul style="list-style-type: none"> Digital content creation/population to support new interventions Targeted content placement to identified audience publications, social media content inc geotargeting, video content and stills creation. Amplify PDNP Foundation digital presence Maintain diverse representation across our primary publications Increased messaging at visitor touchpoints to highlight how support manifests into action in the Park (point of sale, e-commerce interface, threshold signs etc.). NFP Synergy suggests greater understand increases propensity to support.
Stop		

Influencing/Enabling	Activity/Intervention	Comms activity/intervention
<i>Keep</i>	<p><u>Young people</u></p> <ul style="list-style-type: none"> • NP educators group • Peak district educators group • Attending and delivering at conferences/ publications • Some - Online material <p><u>Diverse audiences</u></p> <ul style="list-style-type: none"> • Cohesion Sheffield • GUIDeline • Health organisations • Partnership project – e.g. Upland Skies 	<ul style="list-style-type: none"> • Possible design support as needed • Digital content creation or populating • DMO partnership – build on increased and improving networking with content calendar sharing and regular partnership mtgs. Continue with online content refresh as identified by MPDD
<i>Gap/Start</i>	<p><u>Young people and diverse audiences</u></p> <ul style="list-style-type: none"> • Improve quality and content of online material/social media for young people and communities • Building on key partnerships outside NP (Cohesion Sheffield, health organisations etc.) • More strategic approach with in NP with partners, understanding of wider NP offer e.g. PD wellbeing and DA group, access map, joint training and shared learning, 	<ul style="list-style-type: none"> • Design, content creation, proofing/general comms support • Training for social media champions • Video creation/editing – training?

	<ul style="list-style-type: none"> • Training for staff and volunteers on how to work with different audiences <p>Volunteering</p> <ul style="list-style-type: none"> • A more diverse audience is aware of the volunteering opportunities available in the park and are encouraged/ confident in/ to apply • We actively recruiting for diversity in volunteering - with refreshed recruitment materials, images and digital platforms • Volunteers trained/ supported in inclusive behaviours- MOSAIC training session undertaken by all volunteers and D and I is included in all new volunteer Inductions. • Ensure that we measure the health and wellbeing impact on volunteers of volunteering 	
Stop		

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Monitoring and Evaluation for all audience work – Draft for comments

This section of the Audience plan lays out a framework for monitoring and evaluation of the Audience delivery plan.

For reporting on the corporate objective KPI's we are using data from NFP Synergy research. This is giving us a broad picture of how wide spread understanding of the general population is about the National Park and the work of the Authority. It also gives us a good insight to the diverse audiences we are and are not reaching.

We also need to monitor and evaluate work we do in different teams and projects to help us understand which interventions are most successful and for which audience groups. This will help to inform our audience delivery plan and make adjustments to interventions and targets as we learn from our successes and mistakes.

As the focus of our work shifts from an emphasis on direct delivery to empowering and supporting communities to access the PDNP and influencing our partners to deliver our messages we will need to develop new ways to monitor and report our work.

This work has been on going and ways to evaluate and monitor different areas are explained in the monitoring and evaluation tool kit below.

2. Ethnicity

The measures below are all taken from top level categories of the government ethnicity breakdown

2.1 For corporate reporting KPI 11, 12, 13, we will only be using White or non-White/mixed categories as the sample size is not big enough to make further break down more significant. Other measures below can be aggregated to match this measure for comparison.

2.2 For schools we will use the school profile data.

2.3 For work at delivery level we will use the break down below. This should be added to evaluation forms and used for monitoring project work, volunteers and random sampling for other activities such as nature tots, events, drop in activities.

15. What is your ethnicity? *

- ☐ Asian or Asian British
- ☐ Black/African/Caribbean/Black British
- ☐ Mixed or multiple ethnic backgrounds
- ☐ Other ethnic group
- ☐ White
- ☐ Prefer not to say

For more detailed project work we will use the ethnicity break down suggested by the government: <https://www.ethnicity-facts-figures.service.gov.uk/ethnic-groups> Using the categories in bold below and asking for Participants to specify ethnicity if they fall into the other category.

White

- English / Welsh / Scottish / Northern Irish / British
- Irish
- Gypsy or Irish Traveller
- Any other White background

Mixed / Multiple ethnic groups

- White and Black Caribbean
- White and Black African
- White and Asian
- Any other Mixed / Multiple ethnic background

Asian / Asian British

- Indian
- Pakistani
- Bangladeshi
- Chinese
- Any other Asian background

Black / African / Caribbean / Black British

- African
- Caribbean
- Any other Black / African / Caribbean background

Other ethnic group

- Arab
- Any other ethnic group

3. Age

Under 16, 16-24, 25-44, 45-64, 65+

For school groups we will also collect data by Key Stage

4. Social Group

For corporate reporting on KPIs 11, 12 and 13, we are categorising social group according to the National Readership Survey's Social Grade into 4 categories:

- AB (Higher and intermediate managerial, administrative and professional)
- C1 (Supervisory, clerical and junior managerial, administrative and professional)
- C2 (Skilled manual workers)
- DE (Semi-skilled and unskilled manual workers; State pensioners, casual and lowest grade workers, unemployed with state benefits only).

For school groups we will use data available from Government sources.

For other targeted work we will explore the most relevant measure, as above, post code or household income data.

4. Health and Wellbeing

In the past we have asked 'Are your activities limited by a health problem, disability or access need'. Following the data received from the NFP synergy we have been able to distinguish between physical disability and anxiety/depression, although this is new data and needs further work to ensure correct collection and interpretation.

Where appropriate we will ask the question below in targeted work to align with this data and also to be able to aggregate data to match earlier data sets.

18. Do you have a health condition? *

- ☐ No health condition
- ☐ Physical disability
- ☐ Anxiety/depression
- ☐ Other
- ☐ Prefer not to say

5. What to Monitor for projects and targeted Audience Work

5.1 Theory of Change

When planning a more detailed piece of evaluation we will look to use theory based evaluation. This method focuses on discovering the key steps or interventions taken that lead or led to the outcomes (expected or unexpected).

A theory of change explains how the activities undertaken by an intervention (such as a project, program or policy) contribute to a chain of results that lead to the intended or observed impacts. Other labels that your colleagues, partners and evaluators might use

include: *results chain, logic model, program theory, outcome mapping, impact pathway and investment logic*.

A theory of change is often developed during the planning stage but can also be useful for monitoring and evaluation. A good theory of change can help to: develop better Key Evaluation Questions, identify key indicators for monitoring, identify gaps in available data, prioritize additional data collection, and provide a structure for data analysis and reporting.

For more details see: <https://www.betterevaluation.org/en/node/5280>

For case studies and examples in practice: [theory-based-methodology.pdf](#)

5.2 Connection to the Place

This measure will only be used for selected groups and builds on work being done by Derby University Nature Connections Research group. The Nature Connection Indicator Working Group are developing a national indicator for connection to nature - with Natural England, the RSPB, National Trust, Historic England, the Wildlife Trusts and others. The research has revealed physical contact with nature and nature connectedness provides extra but independent benefits to wellbeing and pro-environmental behaviours. The work has also revealed the level of nature connectedness across people's lifespan, identifying a sharp dip in teenage years. Using the same indicator will allow us to compare results with the work of this group.

Disconnection from nature is considered one of the major problems facing nature conservation. The term 'connection to nature' is frequently used to describe our attitude towards nature, our emotional relationship along with our knowledge and behaviour.

Research suggests that people with a greater connection to nature are more likely to behave positively towards the environment, wildlife and habitats. Developing an emotional relationship between people and nature, connecting people, may be critical for future nature conservation.

There is also increasing evidence of a positive relationship between a person's connection to nature and their health and wellbeing. Experiencing nature is thought to provide health and wellbeing benefits. This is a potential ecosystem service that could start a positive feedback loop between health, wellbeing and connection to nature that leads to benefits for biodiversity conservation.

The health and wellbeing benefits of experiencing nature may be especially important to those suffering from ill health, such as dementia. Activities which assist people with dementia to engage with nature may be tools for improving their health, wellbeing and connection to nature, not only for the individual but for their carers, friends and families.

The six items of the NCI (answered on a 7-point response scale, "completely agree" to "completely disagree") – [full PDF version with scoring spreadsheet](#):

1—I always find beauty in nature

2—I always treat nature with respect

3—Being in nature makes me very happy

4—Spending time in nature is very important to me

5—I find being in nature really amazing

6—I feel part of nature

Details of the supporting research can be found here: <https://findingnature.org.uk/> and the MEENE survey : <https://www.gov.uk/government/statistics/monitor-of-engagement-with-the-natural-environment-mene-thematic-reports-nature-connection-index-and-technical-notes-and-guidance>

Summary Monitoring and Evaluation table

KPI 11 Diverse Audience

Data source	Who is measured	What data is collected	What the data will tell us	Frequency of monitoring	How the data will be used	Issues
NFP Synergy survey	1,000 UK adults representative of the UK population	Ethnicity (white, non-white/mixed) Age Gender Social grade Health	Respondents are asked whether they have visited the PDNP in the last two years. The data we report is the demographics of those who answer 'yes'.	Every 6 months	The data will be used to track our performance at a national level in engaging a more diverse audience Data will be reported to Members quarterly and published annually in the Performance and Business Plan	Part of a syndicated survey, so we are unable to alter the demographic measures Still establishing whether the health data is meaningful
Schools visits and Ambassador Schools Taken from published school data and Survey users survey	All school groups that we run sessions for and Ambassador schools	Ethnicity (white, non-white/mixed) [list all of the other categories out like this] Age Gender Social grade	Data will inform demographics of schools worked with	Annual	To track demographics of schools worked with to inform targeted marketing or project work	Not all categories are directly comparable with NFP Synergy data e.g. social grade

		Taken from School data not individuals				
Health walks, Dementia walks and Mindfulness walks On line questionnaire Face to face questionnaire for specific projects	All participants will be asked to complete feedback	Ethnicity (white, non-white/mixed) [list all of the other categories out like this] Age Gender Social grade Health Nature Connection Other evaluation as relevant using theory of change methodology	Data will inform demographics of participants worked with. Other evaluation will inform walk satisfaction, content and delivery	Annually for guided walks Projects as appropriate	To track demographics of participants and market walks effectively. To monitor connection to natural environment – as a success measure	Not all categories are directly comparable with NPF Synergy data e.g. social grade Not every project will have resources for more in-depth evaluation
Guided Walks On line questionnaire Face to face questionnaire for specific projects	All participants will be asked to complete online feedback	Ethnicity (white, non-white/mixed) [list all of the other categories out like this] Age Gender Social grade Health Nature Connection	Data will inform demographics of participants worked with Other evaluation will inform walk satisfaction, content and delivery	Quarterly for demographic data Annual report for overall programme	To track demographics of participants and market walks effectively. To monitor connection to natural environment – as a success measure	Not all categories are directly comparable with NPF Synergy data e.g. social grade Not every project will have resources for more in-depth evaluation

BAME targeted projects		Ethnicity (white, non-white/mixed) [list all of the other categories out like this] Age Gender Social grade Health Nature Connection				
Evaluation as relevant using theory of change methodology						
Ambassador Centres						

KPI 12 Public Connection with the PDNP

NFP Synergy survey	1,000 UK adults representative of the UK population	Whether people feel a connection with the PDNP	The proportion of people who report feeling a connection with the PDNP. This can be compared between the different demographics such as age, social grade, location etc	Every 6 months	The data will be used to track our performance at a national level in increasing public connection to the PDNP Data will be reported to Members quarterly and published	

					annually in the Performance and Business Plan	

KPI 12 Public Awareness of the PDNPA

NFP Synergy survey	1,000 UK adults representative of the UK population	Whether people have an awareness of the PDNPA	The proportion of people who report an awareness of PDNPA. This can be compared between the different demographics such as age, social grade, location etc	Every 6 months	The data will be used to track our performance at a national level in increasing public awareness of the PDNPA Data will be reported to Members quarterly and published annually in the Performance and Business Plan	

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7. APPROVAL OF THE AUTHORITY'S CARBON MANAGEMENT PLAN 2 (MF)

1. Purpose of the report

This report seeks Members approval for the Authority's Carbon Management Plan 2.

Key Issues

1. The 2008 Climate Change Act set a national target to reduce greenhouse gases by 100% by 2050. The National Park Management Plan 2018-23 and our Corporate Strategy 2019-24 have actions to assist in meeting this including the development of our Carbon Management Plan 2.
2. Our first Carbon Management Plan achieved a 29% reduction in carbon at the end of the 2017/18 period against the 2009/10 baseline.
3. Better data and changes to best practice for reporting emissions have meant that we have 'rebased' our 2017/18 data to give an emissions total of 723 tonnes Carbon dioxide equivalent.
4. Significant further progress has been made to reduce emissions with a 129 tonne reduction in emissions over the 2018/19 and 2019/20 reporting periods.
5. Since it has been established, the Member led Climate Change Task Group have been involved in development of the plan.
6. Carbon Management Plan 2 covers the period 2020 to 2050 and has a vision to be a net zero carbon Authority no later than 2050.
7. The delivery plan has been aligned with the current Corporate Strategy period, with projects to 2024.
8. The scope of Carbon Management Plan 2 covers emissions from activities over which the Authority has operational control.

2. Recommendations

1. **That Members approve the Authority's Carbon Management Plan 2 at Appendix 1 to this report.**

3. How does this contribute to our policies and legal obligations?

As an Authority, we are obliged to adhere to the 2008 Climate Change Act. This set a nationwide goal of reducing greenhouse gases by 80% by 2050 (compared to 1990 levels). In 2019, the goal was updated to a 100% reduction in greenhouse gases by 2050. The Act and Circular are reflected in the Authority's plans and policies.

The National Park Management Plan 2018-23 has an Area of Impact of 'Preparing for the future climate'. The delivery plan action for this Area of Impact is to undertake a Climate Change Vulnerability Assessment on the top 25% of the National Park features. However, as climate change is a cross cutting area, other Areas of Impact contribute to reducing climate change, so other delivery plan actions are relevant too.

The Peak District National Park Authority Corporate Strategy 2019-24, has ten key performance indicators (KPIs) that are relevant to climate change, and these are across all strategy outcomes. The relevant indicators are as follows.

KPI 1: Influence the development of a support system that properly rewards farmers and land managers for delivering a full range of public benefits.

KPI 2: Natural beauty conserved and enhanced.

KPI 3: Increase the amount of carbon captured and stored as part of routine land use and management.

KPI 4: Area of moorland blanket bog moving towards favourable condition.

KPI 5: Sustain the area of non-protected, species-rich grassland through retention, enhancement and creation.

KPI 6: Area of new native woodland created.

KPI 18: Number of Peak District National Park Authority interventions facilitating community development.

KPI 19: Number of individuals and groups actively using Peak District National Park Authority digital channels for community development.

KPI 20: Number of residents involved in community life as a result of Peak District National Park Authority grants.

KPI 26: To have a corporate Asset Management Plan.

Carbon Management Plan 2 will also assist in delivering the environmental elements of the Authority's Corporate Asset Management Plan that was approved in February 2020.

Carbon Management Plan 2 will assist in delivering our obligations and policies.

4. Background

In 2010, the Authority created a Carbon Management Plan which set a target to reduce the Authority's carbon footprint by 30% (from 2009/10 levels) by 2015. This programme of work is complete and the Authority has achieved a 29% reduction at the end of the 2017/18 period against the 2009/10 baseline. The reductions were made across electricity, fleet vehicles, water use, energy use, waste disposal and business travel. A summary of the key achievements making up the overall reduction is below.

- Emissions resulting from energy use within buildings have reduced by 24% overall with the most significant reduction being at Aldern House which has achieved a reduction of over 50%.
- Transport related emissions have reduced by 37% which includes over 40% reductions in fleet emissions (pool cars, field vehicles and grey fleet).
- Housing emissions have reduced by 23% and emissions from further sources (water and waste) have reduced by 78% over the lifetime of the Plan.
- It is estimated that emissions reductions measures have achieved actual savings of approximately £149,000 per annum to date against the business as usual cost scenario

Better data and changes to best practice for reporting emissions have meant that we have 'rebased' our 2017/18 data to give a total of 723 tonnes CO₂ e (carbon dioxide equivalent emissions). This rebasing has meant that our reduction against the baseline appears to be slightly less at 24% reduction (it is probably the case that if the data and methodology was available when we established the baseline in the first place, the baseline would also be higher and therefore our 29% reduction would stand). However, our focus is now not on looking back on what we have achieved but forward to what we have to do to achieve zero emissions.

We have now gathered all data for the 2018/19 and 2019/20 years, the results are presented below:

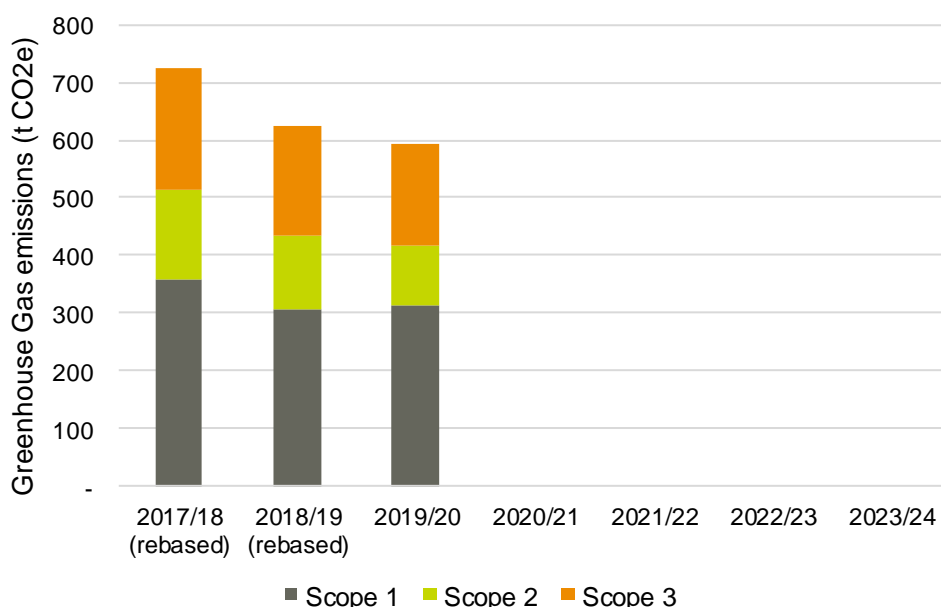
	Total CO2 equivalent emissions (tonnes)	Reduction from baseline	Annual achievement
2017/18 (rebased)	723.08	-24%	0
2018/19	623.66	-34%	-11%
2019/20	594.05	-37%	-3%

As can be seen, we have achieved a significant further reduction over the course of the last 2 years, we now release a total of 129 tonnes less carbon dioxide equivalent emissions than we did in the 2017/18 period. This has been achieved through the following:

- Significant reductions (59 tonnes) in emissions from electricity usage at our properties. This is partly down to reductions in electricity consumption but also due to significant reductions in emissions from electricity generation through the transition to lower carbon energy.
- Significant reductions in emissions (23 tonnes) due to waste disposal through changes to the way waste is managed and disposed of.
- A reduction in business travel emissions (13 tonnes). This is made up of a significant reduction in fleet emissions (25 tonnes) which is at least in part down to changes to how the fleet vehicles are managed (not being taken home, pooled use etc) which may also be responsible for increases (12 tonnes) in emissions from grey fleet (private mileage).
- Reductions in emissions (43 tonnes) from tenanted properties largely due to reductions in emissions factors from oil fuel use and electricity generation and the conversion of one property to a renewable heating system from solid fuel.
- There has also been small increases in gas use emissions (8 tonnes) perhaps down to variations in winter temperatures and a small increase in biomass emissions as a result of a new installation at Millers Dale Station and greater use at other sites.

A summary of the performance over the preceding 3 years is shown below:

CMP2 progress



A full performance report will be produced summarising achievements for the 2020/21 year onwards but as the focus of this report is looking forwards, the reporting element is intentionally brief.

As the Authority's current Carbon Management Plan has ended, to continue our commitment to reduce the environmental impact of our business activities, we have developed Carbon Management Plan 2. In January 2019, the brief for the work was circulated to Members for comment in advance of undertaking a tender process to select an external consultant to undertake the work. Subsequently, we commissioned Green Arch Consulting to support us to develop our new plan.

We have kept Members updated with progress in developing the plan. In September 2019, we updated the Members Forum on the development of Carbon Management Plan 2. The background to and principles of Carbon Management Plan 2 were discussed with the Member Climate Change Task Group at its inaugural meeting in January 2020. Subsequently, a draft of the plan was shared with the group at its March 2020 meeting. Most recently, we shared a final draft of the plan with the group last month so they could see how their comments had been incorporated and for final comment.

5. Proposals

We have developed Carbon Management Plan 2 to cover the period 2020 to 2050, which is the latest possible date for the Authority to meet the national target of carbon zero. We aspire to achieve net zero before that point if possible. We are aware that some organisations have set themselves an earlier target - often between the years 2030 and 2040. Many of these organisations are using carbon off setting to achieve the earlier target, and for some it is not clear how they will achieve their earlier target.

We have responded to Member feedback that we need to be ambitious and carbon neutral sooner than 2050 by developing a vision to be a net zero carbon Authority no later than 2050. As discussed with the Member Climate Change Task Group, we are not using carbon off setting as a means of achieving the target. In order to achieve the target sooner, it would require more resource to deliver the projects needed, especially as we have already delivered many of the larger carbon savings in our first Carbon Management Plan.

Carbon Management Plan 2 follows best practice, and is broad and strategic, focussing on principles rather than operational. It addresses ways of working and provides a useful steer on future approaches. While the previous Carbon Management Plan was a useful tool in achieving significant improvements, recognising specific projects at the start of a 5 year period is not practicable and a more flexible approach is needed that allows the Authority to respond to opportunities as they arise. Therefore, the plan will remain in place until 2050, or when we become carbon zero, but the delivery plan has been aligned with the current Corporate Strategy period, with projects to 2024. The delivery plan will be updated and aligned with the next Corporate Strategy at an appropriate time.

The scope of Carbon Management Plan 2 covers emissions from activities over which the Authority has operational control: including energy and fuel used by the Authority and within its property portfolio, as well as the operational emissions from transport, waste and water. The scope of a carbon footprint is often defined according to the level of control that the organisation has over its emissions and are categorised as Scope 1, 2 or 3. Scope 1 and 2 cover direct emissions from operations and include the use of fuels and electricity. Scope 3 includes emissions arising from sources such as waste, water and commuting and are generally emissions over which we have no direct control. We have chosen to

include scope 3 emissions relating to waste, water and tenanted properties and grey fleet travel (i.e. staff business travel in private vehicles).

6. Are there any corporate implications members should be concerned about?

Financial: Carbon Management Plan 2 isn't seeking funding for the projects in the delivery plan. It is intended that, as necessary, individual projects will gain funding for implementation at an appropriate time via the usual mechanisms, business cases etc. For instance, moving our pool cars and fleet vehicles to electric is a project in the delivery plan, and RMM have already given approval for the funding for this.

Risk Management: Approving Carbon Management Plan 2 will provide the Authority with a clear plan of how to meet the national target to be carbon zero by 2050. It also outlines clear performance management to ensure that we are delivering the projects.

Sustainability: The Carbon Management Plan 2 will improve the environmental credentials of the Authority.

Climate Change

- 1) How does this decision contribute to the Authority's role in climate change set out in the UK Government Vision and Circular for National Parks?
 - a) Educators in climate change
The Carbon Management Plan and the actions arising from it will form part of the Authority's efforts to communicate how significant greenhouse gas reductions can be achieved whilst not adversely affecting the special qualities of the National Park
 - b) Exemplars of sustainability
The Carbon Management Plan will enable the best practice implemented by the Authority to be communicated more widely.
 - c) Protecting the National Park
Through reducing carbon emissions and encouraging others to do the same, the Plan will contribute to the protection of the National Park asset.
 - d) Leading the way in sustainable land management
Once the land management aspects of the Authority's emissions are added to the scope, the Authority will be able to communicate its actions and promote similar actions from others.
 - e) Exemplars in renewable energy
Renewable energy will form part of the Authority's response to achieving zero carbon.
 - f) Working with communities
Case studies will be produced that will be used to communicate and promote the adoption of similar measures by others.
- 2) How does this decision contribute to the Authority meeting its carbon net zero target?
The plan is central to achieving the net zero target.
- 3) How does this decision contribute to the National Park meeting carbon net zero by 2050?
While the scope of the plan is limited to the emissions from the Authority's operations rather than the park wide emissions, it can be used as an example to others and to inform future Authority policy on issues surrounding climate change.
- 4) Are there any other Climate Change related issues that are relevant to this decision

that should be brought to the attention of Members?
No further issues

7. Background papers (not previously published)

None

Appendices

Appendix 1 - Carbon Management Plan 2

Report Author

Matt Freestone, Corporate Property Manager, 9 July 2020

Peak District National Park Authority Carbon Management Plan 2020-2050

A plan for managing the greenhouse gas emissions from our buildings and operations

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1 Our Vision

1.1 The Vision

The Peak District National Park Authority (“the Authority”) is committed to reducing our own carbon emissions through improvements to our assets (including property and fleet), ways of working and enabling and encouraging behavioural change in our organisation. We will promote our approach and achievements within our local communities and to visitors. This is influenced by a broad landscape of policy and legislative drivers, which are set out in Appendix 1.

In our previous carbon management plan we set a target for carbon reduction. In this, our second carbon management plan (CMP2), we are looking forward.

Our vision is to be a net zero carbon Authority no later than 2050

1.2 Use and evolution of this Carbon Management Plan

This plan marks the second step in achieving our vision and builds on our significant achievements to date. We intend to use this plan, and subsequent versions, to help direct our emissions reduction efforts over the coming decades.

In developing this plan we have looked, first and foremost, to how we manage our buildings. In doing so we have developed a methodology for identifying material impacts and prioritising emissions reductions across our building portfolio.

Projects to reduce carbon emissions will follow the Authority’s business planning periods, helping to align with budgetary decisions. The current Corporate Strategy runs until 2024 and it is anticipated that our delivery plan (Appendix 4) will be updated in line with the next Corporate Strategy. This will help to identify further changes we can make in achieving our vision of being a net zero carbon Authority by 2050, **with an aspiration to achieve net zero before that point if possible.**

In reducing our carbon emissions there will always be some emissions that cannot be avoided. Our goal to counterbalance these unavoidable emissions is to manage the land that we own in a way that sequesters carbon, helping to create a net carbon sink. We hope that through gathering data concerning our land and land management practices, we can work towards our land becoming a net carbon sink. Therefore, when considered as part of our overall footprint, will counterbalance the residual emissions.

Further information on this approach can be found in the following sections, and the land management approach will be developed further in future versions of this document.

2 The Scope

2.1 Current Scope

This CMP2 covers emissions from activities over which the Authority has operational control: including energy and fuel used by the Authority and within its property portfolio, as well as the operational emissions from transport, waste and water.

All greenhouse gas emissions are measured and recorded. While different greenhouse gases have a different impact on our climate, they are expressed as carbon dioxide equivalent (CO₂e). CO₂e signifies the amount of CO₂ which would have the equivalent global warming impact as the gasses released and allows different gas emissions to be easily compared.

The scope of a carbon footprint is often defined according to the level of control that the organisation has over its emissions and are categorised as Scope 1, 2 or 3. Scope 1 and 2 cover direct emissions from operations and include the use of fuels and electricity. Scope 3 includes emissions arising from sources such as waste, water and commuting and are generally emissions over which we have no direct control (for instance, we can control the amount of water we use but cannot control the amount of emissions which are caused when supplying the water to us). It is usual to include scope 1 and 2 emissions as standard and the scope 3 emissions which are appropriate to the organisation's needs and priorities.

The primary aim of this Plan is to reduce the greenhouse gas emissions arising as a result of activities over which the Authority has direct influence. For this reason, we have chosen to include scope 1 and 2 emissions and some scope 3 emissions relating to waste, water and tenanted properties and grey fleet travel (i.e. staff and member business travel in private vehicles). Inclusion of these scope 3 emissions will enable the Plan to have a wider influence and benefit. We also aspire to include more scope 3 emissions which are described below.

Table 2-1: Sources of carbon emissions in the Peak District National Park Authority's operations, aligned with the GHG Protocol¹

Scope 1: Direct	Scope 2: Energy indirect	Scope 3: Other indirect
Fuels combustion (direct emissions): e.g. gas, oil & biomass burnt in boilers & furnaces	Purchased electricity generation	Purchased electricity (Transmission & Distribution losses)
Owned Transport: e.g. cars & vans	Purchased heat	Fuel combustion Well-to-tank (WTT) emissions
Emissions from fuel combustion in tenanted properties (e.g. oil, coal, gas, biomass)		Business travel: via transport not owned by the organisation
		Waste disposal
		Mains water supply
		Mains sewage treatment

Information on data sources and emissions standards is set out in Appendix 2.

¹ The Greenhouse Gas Protocol: A Corporate Accounting and Reporting Standard Revised Edition, Worlds Resources Institute; World Business Council for Sustainable Development, 2004.

2.2 Future Scope

We do not currently have information or data relating to the emissions associated with the land that the Authority owns and manages directly or through tenancies. This is an area that we are working hard to quantify, and once we are able to gather the data in a robust way we will start to include it in our carbon footprint calculations. Until that point we have taken the decision to exclude it from the scope of this CMP2.

We anticipate our published Scope 3 emissions to increase over the coming years as we continue to gather data on other scope 3 emissions, e.g. external IT servers and lifecycle emissions of the goods we buy. This expansion of our Scope 3 emissions reporting will allow us to make greater inroads into understanding where carbon savings can be achieved on our journey towards net zero.

2.3 Currently excluded

Emissions currently excluded from our carbon footprint are as follows:

- Procurement of goods and services
 - While procurement of goods and services is considered to be vital to understanding our holistic carbon footprint, we do not currently have a methodology for calculating this. We intend to investigate options for measuring the carbon impact of procurement as part of this CMP2.
- Fugitive emissions: e.g. from air conditioning & refrigeration
 - Air conditioning is only present in a small number of our properties, and refrigeration is also limited across our operations. As such, fugitive emissions from air conditioning and refrigeration is not currently considered to be a material contributor to our carbon footprint.
- Transportation of purchased materials / goods and waste.
- Emissions from our employees' commute to work.
- Emissions from computing and IT.
- Emissions and storage from managing the land that the Authority owns.

3 Carbon Management Approach

3.1 The Structure

In order to continue achieving emissions reductions as well as reducing operating costs and avoiding financial exposure from climate risks, the Authority is committed to identifying and implementing carbon saving projects.

The Authority recognises that carbon reduction requires a number of key elements to be put in place:

- **Governance:**
 - A robust organisational framework to support the financing, delivery and monitoring of carbon reduction projects.
 - Clearly identified responsibility and accountability for delivery against the requirements of the CMP2.
- **Strategy:**
 - Identification of a realistic suite of carbon reduction projects across a range of areas relevant to the carbon footprint; this list must be regularly reviewed and flexible to adapt to emerging needs and opportunities for funding.
- **Risk Management:**
 - An integrated data collection and collation system to inform operational actions, management decisions, annual progress update(s) and other reporting requirements, as well as to monitor and manage risks to delivery of the strategy.
- **Metrics and Targets:**
 - Clear targets to drive decision-making and reporting against the strategy.

In this section, the term “activities” is applied to the full range of interventions that contribute to emissions reductions. These may include traditional ‘projects’ such as the installation of low energy lighting, which are generally easier to calculate carbon savings for. However, activities may also include interventions such as staff energy awareness training where carbon savings are much harder to predict and quantify.

3.2 Approach to carbon management

In addition to our operations, the Authority has 70 occupied properties within its portfolio. Those properties range from offices and operational bases to public buildings such as visitor centres and public toilets, to privately occupied residences and farms. As such, our carbon management approach needs to take into account the building usage, as well as the level of influence and control that the Authority has over each building. In addition, many of the buildings in the Authority’s estate are of cultural and historic importance and are subject to associated planning restrictions as a result. Figure 3-1 illustrates the locations and property types within the Authority’s portfolio.

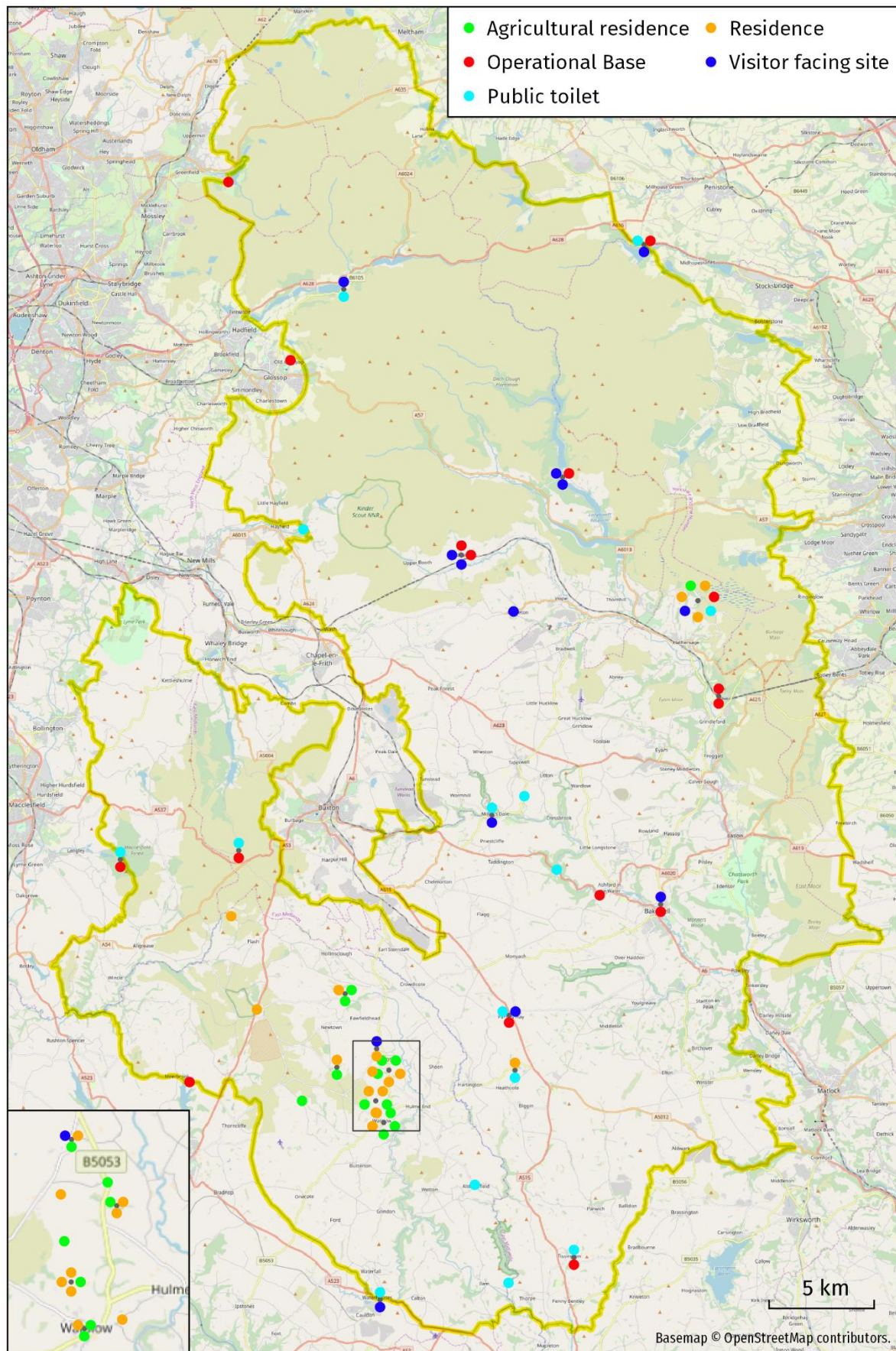


Figure 3-1: Map of the different property types within the Authority's portfolio

Our previous Carbon Management Plan outlined the strategy across 5 key strategic themes. These themes, which are shown in Table 3-1, remain relevant today and have driven the development of this plan and associated documentation.

Table 3-1: Key strategic themes for carbon management in the Peak District National Park Authority

Monitoring and data management	We have developed standard approaches to data management and collection over the past 10 years and continue to work on this as a key theme to ensure that we are optimising our data collection processes and managing our resources effectively.
A vision for our property portfolio	Previously, our goal was to ensure that our properties demonstrated best practice with respect to energy efficiency, waste and water use. We have made significant progress against this theme since 2009 and are now taking this further to assess the resilience of our properties to the effects of climate change.
Travel and transport	We continue to work on travel and transport as an Authority. Going forward, we are working to assess the accessibility of our buildings to lower-carbon forms of travel such as walking, cycling, public transport, and electric vehicles.
Awareness raising, communication and workplace culture	We have worked hard in our operational bases to raise awareness with colleagues and suppliers on the projects undertaken as part of the previous carbon management plan. Going forward, our approach will be to communicate these efforts further afield, to local communities, users of the park and more widely.
Resources for implementation	Resources continue to be financed through a combination of the Authority's capital strategy as well as on-going operational budgets.

The Authority converts key environmental criteria to carbon to understand the operational carbon footprint of its portfolio and its operations. That footprint is then used to drive decision-making to reduce carbon emissions over time.

Additionally, we recognise that not all environmental criteria can be easily, or directly, linked to a carbon footprint. As such, as part of this Carbon Management Plan the Authority has also sought to integrate considerations around other environmental criteria into its governance and decision-making.

3.3 The Environmental Indicator Methodology

As part of the development of this CMP2 the Authority has commissioned development of an environmental indicator methodology (EIM). The EIM is designed to prompt low carbon and climate resilient thinking when undertaking condition assessments and other reviews of our properties. This identifies performance of each individual property against 27 environmental criteria within seven categories, and prompts consideration of how repairs and maintenance could be employed to boost environmental performance.

The categories assessed within the EIM are:

- Climate change resilience
 - Criteria include resilience to flood, drought and temperature
- Resource use

- Criteria include reduction and management of energy, water and waste
- Building fabric thermal efficiency
 - Criteria include thermal efficiency of the building envelope
- Biodiversity
 - Criteria include management of external areas for biodiversity
- Accessibility
 - Criteria include accessibility of the building to public transport and electric vehicle charging
- Environmental management and behaviour
 - Criteria include smart metering and building user guidance
- Pollution prevention
 - Criteria include management of external and internal pollution risks

The results of each assessment are plotted on a chart, showing the current and potential performance of each property for the seven categories. This chart, along with supporting information, will be incorporated into the Authority's standard approach to property condition assessments and repairs decision-making – helping to drive low carbon thinking in our decision-making. An example output from the assessment is set out in Figure 3-2 and Figure 3-3 below.

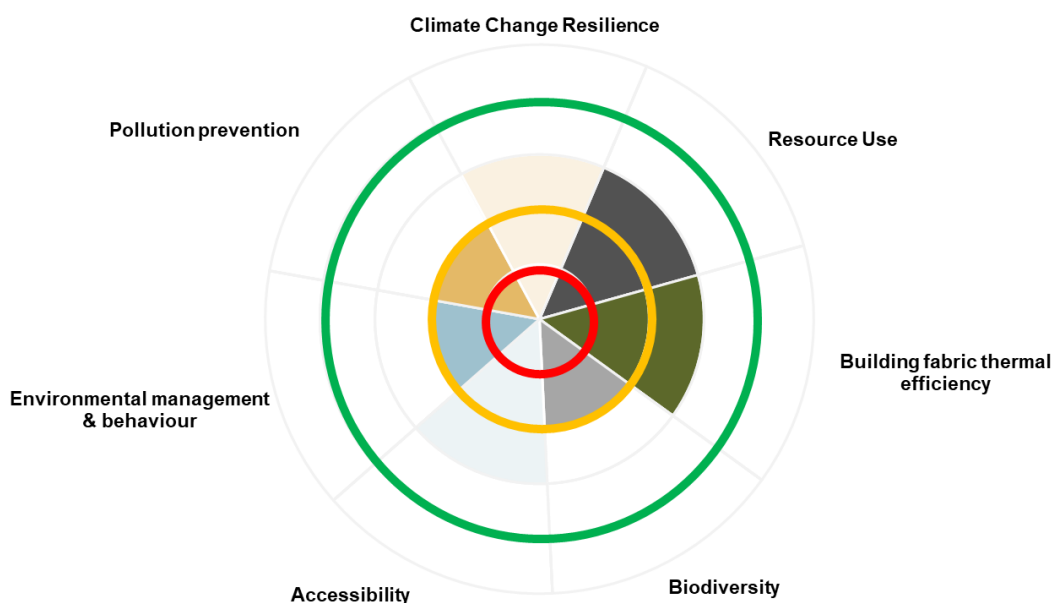


Figure 3-2: Current performance of Aldern House using the environmental indicator methodology. Where categories perform lower than the amber circle this will prompt improvement works, with categories performing lower than the red circle being prioritised. Categories performing outside the green circle are exemplar projects and will be used to inform improvements elsewhere.

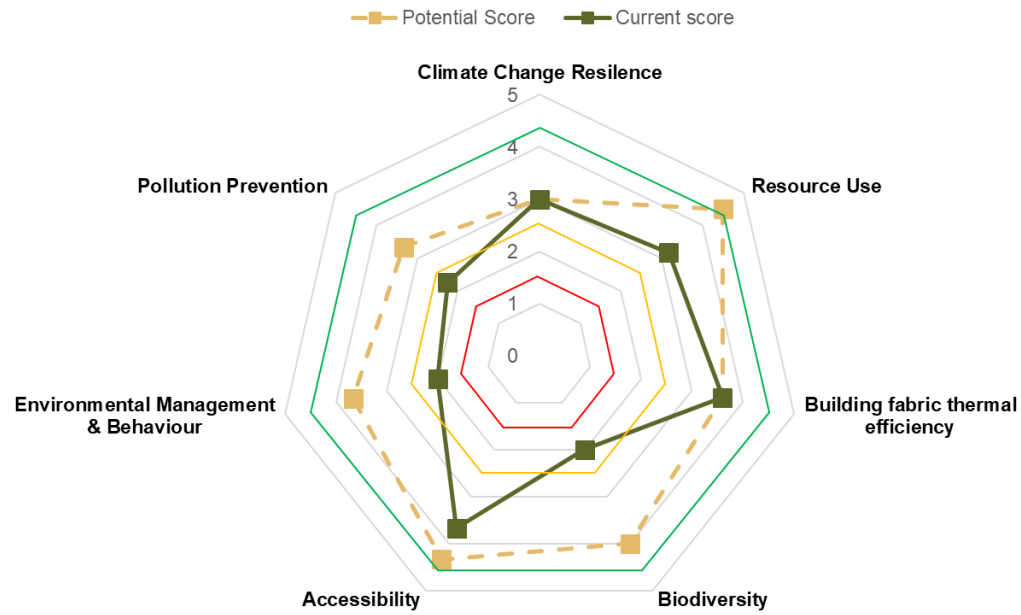


Figure 3-3: Current and potential performance of Aldern House using the environmental indicator methodology. The greatest areas of opportunity for improvement sit within the Biodiversity and Environmental Management & Behaviour

4 Our Carbon footprint

4.1 Introduction

As part of our first Carbon Management Plan (2010-2015) we identified our 2008/09 carbon footprint as a baseline. Our approach now is forward-looking rather than backward looking. If we intend to be net zero, then the baseline itself is less of a focus. Our annual footprint is, however, important for us to be able to measure progress and identify key milestones for carbon reduction over the course of the next 30 years.

To inform this CMP2 we have rebased our carbon footprint for the 2017/18 year – bringing in further elements of our Scope 3 footprint that we did not have the ability to do 10 years ago when we started this journey. That has resulted in a slight increase in our carbon footprint against our calculations for the 2016/17 (12 tonne increase) year.

4.2 2017/18 carbon footprint

The Authority's total carbon footprint for the 2017/18 year (rebased) was 723 tCO_{2e}. The carbon footprint for the 2017/18 year was calculated against the UK Government's 2018 Greenhouse Gas Conversion Factors. The various components of our footprint for 2017/18 are split out in Table 4-1 and Figure 4-1 below.

Carbon footprint - share of emissions by category

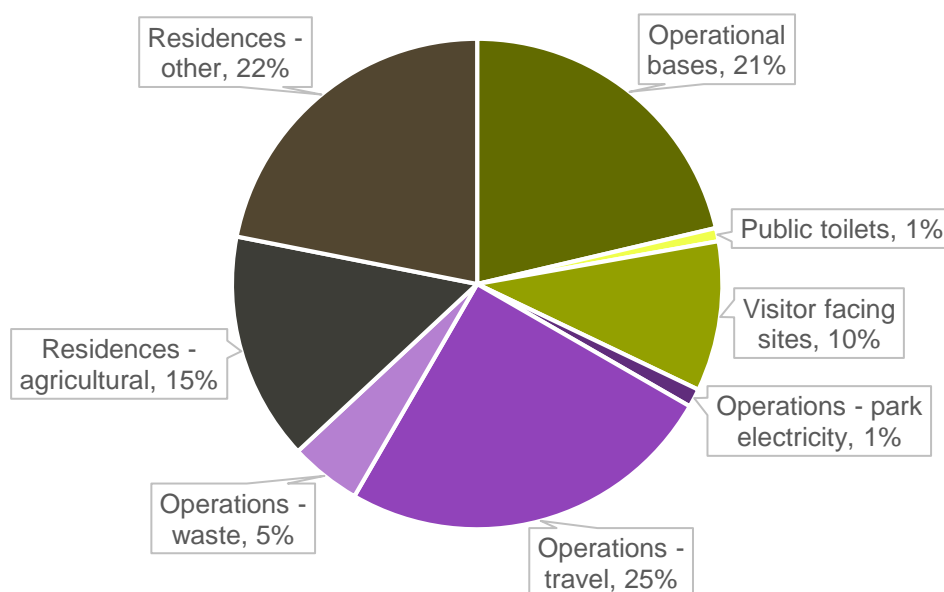


Figure 4-1: Authority GHG emissions by category

Table 4-1: Carbon footprint for the Authority in 2017/18 (rounded to the nearest whole number). NB we expect our Scope 3 emissions to increase over the next few years as we build a more detailed picture of Scope 3 emissions e.g. from IT and procurement of goods and services.

Category	Scope 1 (tonnes CO ₂ e)	Scope 2 (tonnes CO ₂ e)	Scope 3 (tonnes CO ₂ e)	Total (tonnes CO ₂ e)
Operational bases	32.4	80.4	41.4	154
Public toilets	0.0	3.5	2.8	6
Visitor facing sites	23.8	31.0	16.8	72
Operations - park electricity	0.0	8.0	0.8	9
Operations - travel	110.5	0.0	70.6	181
Operations - waste	0.0	0.0	34.0	34
Residences - agricultural	73.9	17.2	17.7	109
Residences - other	116.8	17.6	23.9	158
Total	357.4	157.7	208.0	723

A more detailed breakdown of our 2017/18 carbon footprint can be found in Appendix 6.

4.3 Projections and Business As Usual

Given the Authority's portfolio operations are relatively stable, we have assumed 0% energy demand increase in our business as usual (BAU) projections.

4.4 Progress to date

To date, the Authority has made good progress on reducing our carbon emissions from the 2009/10 Carbon Management Plan (CMP1) baseline. Our footprint increased as a result of the rebasing exercise for 2017/18 as we brought more aspects into scope (e.g. water supply and treatment and more detailed data on tenant fuel use). We recognise that we have significant further work to undertake in order to reach our vision of net zero operations by 2050. This CMP2 is our next step in achieving that vision.

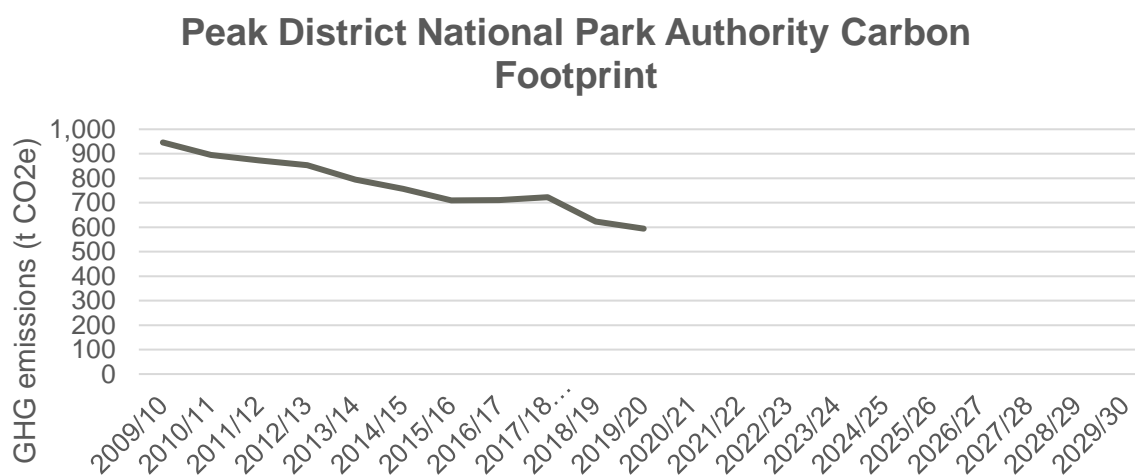


Figure 4-2: Peak District National Park Authority Carbon Reduction Progress

In CMP1 we reduced our carbon footprint by 29% from our 2009/10 baseline of 946 tCO₂e. That happened through a focussed programme of improvements including:

- Energy hierarchy
 - Installation of heritage double glazing
 - Improvements to airtightness and insulation

- Installation of renewable technologies
 - LED lighting and improvements to IT infrastructure
- Transport
 - Policy changes to reduce vehicle journeys
 - Improvement of fleet vehicle efficiency
 - Provision of pool bikes and payment of mileage for cycling
- Waste
 - Behavioural change campaigns to reduce generation of waste
 - Increase rates of recycling

Further detail on our implemented projects can be found in Appendix 3.

5 Implementing the plan

5.1 Implementation Framework

A detailed delivery plan will be developed for each corporate strategy period setting out how the target reductions will be achieved. The current delivery plan for the corporate strategy period 2020-2024 is available at Appendix 4. The following principles have been employed in developing the 2020-2024 delivery plan and will be used as a framework in developing future plans:

- a) Operational Properties:
 - Improve, and maximise, energy efficiency measures wherever possible, including improving the thermal efficiency of buildings.
 - Purchase electricity from renewable sources.
 - Where possible, generate energy on site via renewable sources.
- b) Business Travel:
 - Make use of IT, for example, teleconferences and video calls, so the need to travel is reduced.
 - Utilise electric vehicles wherever possible charged from renewable supplies.
 - Minimise the use of private cars for business travel.
 - When utilising public transport, ensure that the most sustainable option is prioritised.
- c) Tenanted properties
 - Increase, and maximise, energy efficiency measures wherever possible.
 - Install low carbon heating mechanisms (e.g. biomass or electric heating) wherever possible.
 - Ensure that tenants purchase electricity from renewable sources.
 - Generate energy on site via renewable sources.
- d) Water use
 - Ensure that water efficient devices are used throughout Authority properties.
- e) Waste production
 - Minimise the amount of waste produced as a result of Authority activities.
 - Ensure that whatever is produced is reduced to a minimum.

Once the emissions associated with land are calculated and included within the scope, the Authority will also:

- Ensure that carbon impacts of land management practices are included within decision making process around land management changes.
- Look for opportunities to reduce emissions from land and/or increase the amount of carbon sequestration to land through land use changes and management practices. This measure will be implemented in addition to the work to reduce our emissions from our other sources rather than instead of them.

The Environmental Indicator Methodology will be used as a tool to assess current and potential performance of all of the Authority's properties and devise property specific action plans to achieve them.

5.2 Financing the plan

The carbon reduction measures prompted by this CMP2 will be financed using a range of mechanisms:

5.2.1 Capital strategy

The next Capital Strategy programme will take account of carbon reduction measures and the Authority's asset management plan to consider capital investment as follows.

- Invest to save measures which generate operational cost savings, for example energy and water reduction projects
- Measures which can be approved by RMM up to £150,000, or if of greater value, by the Programmes and Resources committee (see Appendix 5 for more information on roles and responsibilities), financed from the Capital Fund, external grants or revenue resources if available.
- Options for borrowing in order to finance larger carbon reduction projects, within prudential limits, the Authority's asset management plan, and where debt repayments do not depend substantially on National Park Grant.

5.2.2 Revenue budgets

Some measures will be funded from revenue budgets and will therefore be at the discretion of the individual budget holders. The Authority has strong support for carbon reduction measures which incentivises budget holders to allocate appropriate resource to achieving reductions.

5.3 Corporate Training

Corporate training budgets are utilised to facilitate the delivery of training and awareness raising measures within the Authority. We aim to empower our colleagues to drive carbon reduction throughout our operations. Training will also be provide for members where appropriate (such as the planned essential member training).

5.4 Additional Resources

The identified projects are predominantly of a built environment/engineering nature. The delivery of these will be the responsibility of the Corporate Property Team and Property Managers. However, responsibility will extend to other services, where appropriate, e.g. Visitor Experience Development and Finance for EV and fleet rationalisation, Marketing and Communications for awareness etc.

It is anticipated that the majority of projects will be resourced in-house, however, where appropriate the Corporate Property Team will commission expert external support to provide technical support to carbon savings projects.

5.5 Internal reporting

Reporting of environmental and carbon performance is provided to the Resource Management Meeting on an annual basis. This reporting identifies current performance, past trends and future projects.

In order to hold ourselves accountable, we track progress quarterly within the Corporate Property Team. This helps us to ensure that we are implementing the strategy effectively, and also helps us when preparing the annual reporting. This will be reported quarterly as part of our standard performance monitoring that is reported to meetings of the Authority.

5.6 External reporting

The Authority reports on its progress against the Carbon Management Plan on an annual basis. Historic reports can be found on our website.

Appendix 1 Context and drivers for carbon management

Context and drivers for carbon management

The Authority recognises the benefit of increasing the operational efficiency of our portfolio in order to drive down energy and resource costs, both for us and for our tenants. Our carbon management approach is influenced by a range of legislative and policy requirements as listed below.

Climate change context

In the last 30 years emissions of carbon dioxide (CO₂) have risen by over 60% (source: World Bank) and the decade between 2000 and 2010 saw greater increase than ever before.

The release of CO₂ and other greenhouse gases is the single most important driver of climate change (sometimes referred to as global warming). The effects are seen such as extreme weather events, natural disasters, coastal erosion, droughts, floods, wildfires.

These disaster events have secondary effects including mass-loss of biodiversity.

Climate change will change the nature of the Peak District National Park's special qualities through its impact on the important park features and the other factors affecting them.

The Authority is planning for the consequences of a 2°C rise in global temperatures by 2040 and a 4°C rise by 2100, and that approach is integral to this CMP2.

We are committed to managing for resilience and that includes our portfolio of properties. This CMP2 aims to help us plan for future challenges to our properties and identify solutions in the short, medium and longer term.

We need to manage the process of evolution of the park in responding to climate change. We must develop objectives and means of monitoring so that our management of the park focusses on responding to and influencing change.

(Peak District National Park Climate Change Adaptation Report 2016)

Winters in the UK, for the most recent decade (2009-2018), have been on average 5% wetter than 1981-2010 and 12% wetter than 1961-1990. Summers in the UK have also been wetter, by 11% and 13% respectively. In future, summers are expected to be characterised by intense heavy summer rainfall events interspersed with drier periods. In all seasons, the frequency of heavy rainfall events is expected to increase, raising the risk of severe flood events (source: UK Climate Projects: Headline Findings, September 2019).

We recognise the risks posed by climate change to the special qualities of the Peak District National Park. Our special qualities as outlined in the National Park Management Plan are:

1. Beautiful views created by contrasting landscapes and dramatic geology
2. Internationally important and locally distinctive wildlife and habitats
3. Undeveloped places of tranquillity and dark night skies within reach of millions
4. Landscapes that tell a story of thousands of years of people, farming and industry
5. Characteristic settlements with strong communities and traditions
6. An inspiring space for escape, adventure, discovery and quiet reflection
7. Vital benefits for millions of people that flow beyond the landscape boundary

Legislative context

Environment Act 1995

As a National Park, the law requires us to carry out two 'statutory purposes':

- conserve and enhance the natural beauty, wildlife and cultural heritage
- promote opportunities for the understanding and enjoyment of the special qualities of national parks by the public

While carrying out these purposes it also has a duty to seek to foster the economic and social well-being of the communities within the National Park..

The Climate Change Act (2008) (2050 Target Amendment) Order 2019

The Climate Change Act (2008) is the legislation that governs the UK's approach to carbon reduction and climate change response. The Target Amendment Order came into force on 27 June 2019 and amended the legally binding target to reduce greenhouse gas (GHG) emissions set in section 1 of the Climate Change Act 2008 (CCA 2008) from 80% to 100%, or net zero. This target is a key legislative driver for the Authority to consider stringent targets for our own operations.

Forthcoming legislation: Environment Bill (2019/20)

The Environment Bill aims to improve air and water quality, tackle plastic pollution, restore wildlife, and protect the climate. It will set legally binding targets for environmental protection and be overseen by an independent watchdog. This legislation will work alongside the Climate Change Act (2008) to drive climate action, and the Authority has taken this into account in the development of this CMP2.

The policy context

This Carbon Management Plan is informed by a range of policies at the global, national and local level.

Table A1-1: Key policies driving the 2nd Carbon Management Plan

International	<ul style="list-style-type: none"> • The Paris Agreement • United Nations Sustainable Development Goals
National	<ul style="list-style-type: none"> • National Park Circular (2010)
Local	<ul style="list-style-type: none"> • Peak District National Park Local Development Framework - Core Strategy Development Plan Document (2011) • Climate Change and Sustainable Building - Supplementary Planning Document (2013) • Peak District National Park Local Plan - Development Management Policies (2019) • Peak District National Park Management Plan 2018-2023
Internal	<ul style="list-style-type: none"> • Our Corporate Strategy 2019-2024

The Authority's commitment to carbon management is primarily underpinned by the following policies, which promote a resilient organisation that is managed strategically for the benefit of the local environment, local communities and visitors.

Peak District National Park Management Plan 2018-2023

The Plan has 6 Areas of Impact:

1. Preparing for a future climate
2. Ensuring a future for farming and land management
3. Managing landscape conservation on a big scale
4. A National Park for everyone
5. Encouraging enjoyment with understanding
6. Supporting thriving and sustainable communities and economy

In the context of these areas of impact, our own buildings need to be resilient to the impacts of a changing climate, accessible to a broad range of users, informative and sustainably operated.

Our Corporate Strategy 2019-2024

The Strategy is organised around three outcomes:

- A sustainable landscape that is conserved and enhanced
- A National Park loved and supported by diverse audiences
- Thriving and sustainable communities that are part of this special place

The contribution of the National Park to carbon capture and storage is a key performance indicator for the Authority. Within that context, it must therefore manage the carbon emissions of its own assets in order to maximise the carbon benefits delivered by the National Park, whilst remaining sensitive to the historical importance of the buildings and landscapes within its portfolio and ensuring that those assets continue to support local communities.

Importantly, the Authority monitors its portfolio as a whole and continually reviews how its buildings are contributing to the ambitions and targets set out in the Peak District National Park Management Plan and Our Corporate Strategy.

Operational efficiency

The Authority recognises the benefit of increasing the operational efficiency of its portfolio in order to drive down energy costs, both for the Authority and for its tenants.

Corporate governance

The Authority is committed to ensuring that our carbon commitments are met, and this CMP2 document provides the framework in which carbon management is approached.

Appendix 2 Emissions sources and scope

Data sources

The Authority routinely collects data, and reports performance, through a number of mechanisms. The carbon footprint is calculated based on the following data sources:

Table A2-1: Data sources for operations performance within the Authority

Category	Sub-category	Data source
Buildings energy use	Electricity	MPAN electricity meter readings Electricity bills
	Natural gas	Meter readings Gas bills
	Other fuel	Biomass purchase records
	Tenanted properties	Assumptions based on national data
Transport	Fleet	Fuel card data – litres of fuel purchased
	Business travel	Expense claims
Waste	Landfill / recycling	Waste management company reporting In-house waste collection data
Water	Mains water supply	Water bills
	Mains wastewater treatment	Water bills

Emissions factor sources

Emissions factors for converting data into carbon emissions are sourced from the UK Greenhouse Gas Conversion Factors for Company Reporting² and applied to the appropriate year, as recognised by the Greenhouse Gas (GHG) Protocol³.

Emissions sources

The GHG Protocol categorises carbon emissions as scope 1, 2 or 3 emissions, as defined below.

Scope 1 Emissions: Direct GHG emissions occur from sources that are owned or controlled by the organisation, for example, emissions from combustion in owned or controlled boilers, furnaces, vehicles, etc

Scope 2 Emissions: Indirect GHG emissions arise from the generation of purchased electricity consumed by the organisation.

Scope 3 Emissions: An optional reporting category that allows for the treatment of all other indirect emissions. Scope 3 emissions are a consequence of the activities of the organisation, but occur from sources not owned or controlled by the company. Examples of scope 3 activities are extraction and production of purchased materials; transportation of purchased fuels; and use of sold products and services. Scope 3 also includes the

² <https://www.gov.uk/government/collections/government-conversion-factors-for-company-reporting>

³ <http://ghgprotocol.org/>

Transmission and Distribution (T&D) losses for purchased electricity supplied through the Grid.

Boundaries

Organisational boundary

The organisational boundary for this CMP2 is based on the factors over which the Authority has operational control and comprises the occupied properties within the Authority's property portfolio as well as transport and other activities associated with its operations. The Authority has varying levels of control over elements within its tenanted properties, for example heating fuel source (direct control) vs electricity usage (limited control), which is taken into account in this CMP2 and the carbon footprint.

Operational boundary

The operational boundary sets out the emission sources that the Authority includes within its carbon footprint. In keeping with good practice, and, in particular, the WRI Guidance for Public Sector Organisations, this should include all Scope 1 and Scope 2 emissions. In addition, the Authority includes the following Scope 3 emissions in its calculations.

Transport: employee business travel

Employee business travel is calculated based on business travel claims. Distance travelled is calculated based on spend.

Waste: waste treatment

Waste collection and treatment is based on tonnage collected of general and recycling waste.

Water: supply and treatment

Mains water supply and treatment is based on meter readings where possible, and reasonable assumptions where meters are not currently in place.

Energy: transmission and distribution

Energy usage is calculated based on meter readings.

Appendix 3 Projects undertaken since 2009/10

The following initiatives and projects have already been completed or implemented since the Authority's initial baseline carbon footprint was calculated. The carbon emission savings achieved by these schemes contributed to reducing the Authority's carbon footprint by 29% against the 2009/10 baseline in the years to 2017/18.

Energy

- Awareness raising and engagement with staff and building users
- Improvements to insulation within key properties
- Improvements to heating controls and procedures within key properties
- Switch to low energy lighting technologies (LED)
- Switch to more efficient IT infrastructure and equipment
- Energy efficient refurbishment of tenanted properties (using techniques sympathetic to historic construction techniques and materials)
- Installation of renewable and efficient heating systems (biomass, ground source heat pumps, air source heat pumps)
- Installation of renewable electricity generation
- Property rationalisation and more effective use of existing properties

Travel / transport

- Staff initiatives to drive down business travel.
- Provision of cycle facilities at key sites including pool bikes available to all employees.
- Shift to lower emission fleet vehicles
- Procedures put in place to ensure business travel is undertaken using the lowest emission form of transport/vehicle available including paying mileage for employees who cycle to and from meetings.

Waste

- Improved recycling facilities at key visitor facing properties
- New waste collection contract, driving efficiency in the waste collection process, greater recycling levels and consistency of data availability
- Bins are being removed at some public sites to encourage visitors to take waste home where it can be segregated more effectively

Water

- Replacement of sanitary ware, fixtures and fittings with water efficient models as part of improvements and repairs

Appendix 4 2020-2024 Delivery Plan

The Authority's overall aim is to become zero carbon before 2050, to achieve this we need to have a realistic outlook over the coming years so that we can focus our efforts to actions that will achieve the most in the shortest time and be achievable within the current position of the Authority. We also recognise that technology in particular is constantly developing and future plans should reflect what is available at the time. We are therefore currently focusing our effort towards the coming business planning period of 2020-2024.

The following actions reflect the 5 key strategic themes recognised within section 3.2 of this report 'Our Approach to Carbon Management':

Theme	Actions	Target date
Monitoring and Data Management	Improve data gathering accuracy and the robustness of process by: <ol style="list-style-type: none"> 1. Recognising areas of lacking or inaccurate data 2. Develop a model for data gathering and assessment of emissions from the land which we own and/or manage 	2021 2024
Our Property Portfolio	<ol style="list-style-type: none"> 1. Assess each property against our corporate indicator methodology (ref) and recognise key areas for improvement in areas which impact on our carbon emissions 2. Ensure all electricity purchased is from renewable sources 3. Investigate how we can ensure that electricity purchased by tenants is also from renewable sources 4. Continue to convert operational and tenanted properties to low carbon (i.e. renewable or electric) heating or power systems. Currently planned projects include: <ul style="list-style-type: none"> • Millers Dale Goods Shed Solar PV • Pump Farm Estate base Air Source heat pump • Pump Farm Farmhouse (unknown) 5. Convert at least one additional operational property to renewable heating. 6. Continue to roll out recycling at visitor facing sites. 	2021 2021 2022 2021 2021 2022 2024 2022
Travel and Transport	<ol style="list-style-type: none"> 1. Renew and revise the Authority's Green Travel Plan 2. Continue to move the Authority fleet to electric vehicles including pool cars and operational fleet. 3. Further promote remote meetings and build on recent reductions in business travel 	2021 2024 2022
Awareness Raising and Communication	<ol style="list-style-type: none"> 1. Increase awareness of our work to reduce carbon emissions internally. 2. Develop 5 case studies showcasing the achievements made to date. 	2024 2021

	3. Encourage the promotion of our learning to date to those interacting with the Authority, particularly through the planning process.	2024
Resources	1. Incorporate the financial demands of achieving zero carbon into our asset management plan and capital strategy within the context of financial impacts following coronavirus pandemic.	2021

Appendix 5 Roles and Responsibilities

Introduction

In order to ensure that there is effective ongoing ownership of the CMP2, it is important to have a fully defined governance structure. PDNPA will continue to adopt the following structure for management accountability.

Programmes and Resources Committee

The Programmes and Resources Committee has responsibility for the strategic direction and monitoring implementation of the CMP2. Progress against the CMP2 will be reported to the committee annually.

Operational roles and responsibilities



Figure A5-1: Organisational chart - operational roles and responsibilities related to delivery and oversight of the CMP2

Table A5-1: Operational roles and responsibilities within the Authority

Programmes and Resources Committee	Holds responsibility for the strategic direction and monitoring of the CMP2
Climate Change Member Task Group	Advisory body to Programmes and Resources Committee, to develop the Authority's thinking and response to climate change.
Director of Strategy and Development	Provides corporate oversight and governance of the CMP2, supported by Head of Strategy and Performance
Head of Strategy and Performance	Responsible for specific oversight of the CMP2 – reports to Director of Strategy and Development
Corporate Property Manager	Oversees implementation of the CMP2
Facilities Manager	Operational responsibility for implementation of the CMP2 and budget holder for some property-related works
Corporate Property Team	Responsible for assessing the property portfolio against the EIM

Senior Building Surveyor	Responsible for overseeing implementation of major projects in the portfolio
---------------------------------	------------------------------------------------------------------------------

Resourcing and Ownership

The CMP2 will be approved by the Programmes and Resources Committee, providing endorsement and a clear commitment at the highest level, reinforcing the need for action across the organisation.

Appendix 6 Breakdown of the 2017/18 carbon footprint

CMP2 progress

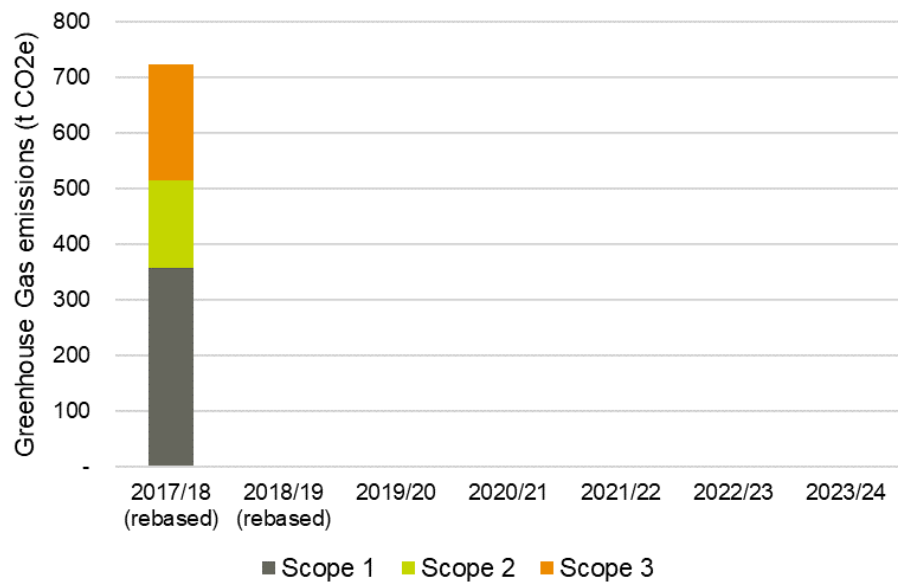


Figure A6-1: Greenhouse gas emissions (tCO₂e) split by scope

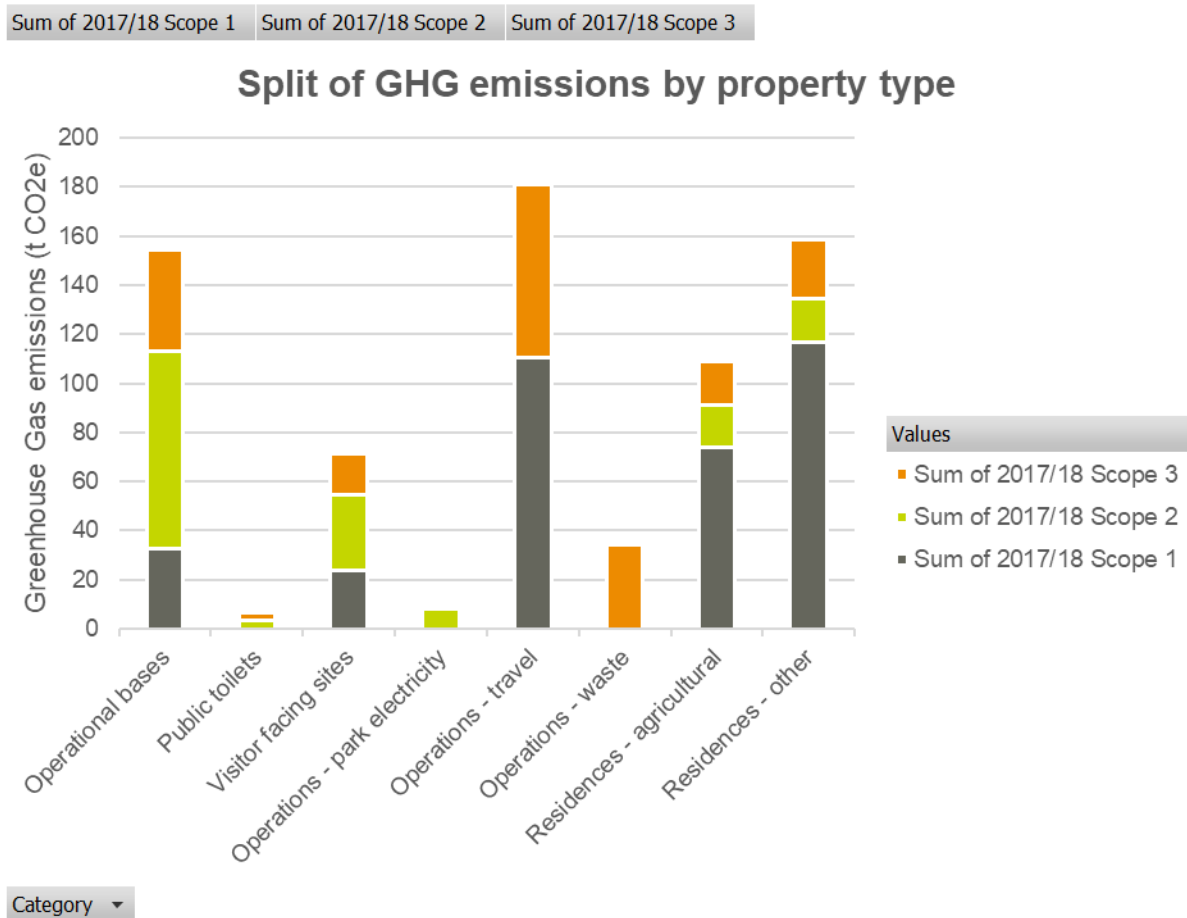


Figure A6-2: Greenhouse gas emissions (tCO₂e) split by scope and property type

8. MEMORANDUM OF UNDERSTANDING – PEAK GATEWAY (AB)

1. Purpose of the report

To seek approval for PDNPA CEO to sign a Memorandum of Understanding with Milligan Retail Ltd and Birchall Properties Ltd (Peak Gateway at Chesterfield)

Key Issue

- **PDNPA entering into a strategic partnership with two commercial enterprises; Chesterfield Local Authority and The University of Derby, (entering into separate memoranda), to seek private investment for the development of a PEAK Gateway facility.**

2. Recommendation

- 1. Delegate approval to the CEO in consultation with the Head of Law and Director of Commercial Development and Engagement to sign on behalf of PDNPA, the Memorandum of Understanding with Milligan and Birchall Properties for the PEAK RESORT in regard to the development of a PEAK Gateway facility.**

How does this contribute to our policies and legal obligations?

- 3.** There are no legally binding obligations. The Memorandum of Understanding is not legally binding.

The PEAK gateway, (a physical building), provides the opportunity for PDNPA, in partnership, to strategically influence private investment to enable PDNPA outcomes, specifically:

- Sustainable tourism (KPI 12 - Implement plans to increase public connection with the National Park through the development of quality engagement opportunities that encourage responsible behaviours and by growing sustainable tourism products)
- Increasing visitor giving via the Foundation and growing commercial enterprises e.g. cycle hire and business corporate social responsibility (KPI 14 - Implement and continue to develop the plan to maximise income without compromising the special qualities of the National Park, including car park management, new visitor experiences, maximisation of existing income opportunities and growing our commercial enterprises).

A further benefit is related to the Glover recommendation 19 re sustainable transport pilots and the distribution of transport powers. PEAK Gateway and the wider resort provides the opportunity to trial transport interventions at scale, (the resort has 2500 car parking spaces), including expanding the Hope valley explorer for visitors, extending the Monsal trail to start in the PEAK resort and EV charging infrastructure to enable real behavioural and switches in transport modal choices.

PEAK Gateway and the wider resort will also provide valuable learning for developing the concept and associated policies for recreation and visitor experience hubs.

This MOU provides a safe and phased approach for engaging at a strategic partnership level, private investment to enable delivery of corporate strategy and national park management outcomes. It is an approach PDNPA have adopted with other strategic relationships e.g. Water companies for Ranger services; Derbyshire County with a Chinese province to promote Derbyshire as a visitor destination.

Background Information

Milligan (the developer) has entered into an agreement with Birchall Properties (the landowner) to define, construct and operate a sustainable and profitable gateway facility, (a physical building) outside the Peak District National Park at the Peak Resort, (Chesterfield). The PEAK Gateway will be linked via sustainable transport and trail networks to attractions and activities within the National Park as well as to the conurbations and countryside located on the Park's south eastern boundary.

The strategic partners for this enterprise are: Chesterfield Borough Council, The Peak District National Park Planning Authority and the University of Derby working together to maximise the opportunity and create a gateway facility that delivers for everyone. Each partner will sign an MOU with Milligan Retail Ltd and Birchall Properties Ltd.

The Peak Resort covers 300 acres and has the benefit of planning permission for hospitality, leisure, retail and education facilities with extensive car and coach parking (c2500 spaces)

The Authority's vision is for the Peak District to be loved and understood as the UK's original national park.

The benefits to the Authority as a strategic partner for the PEAK Gateway are:

- Expanding existing PDNPA products and services (subject to business case) by providing a focal point for visitor services, cycle hire, and learning, discovery and cultural experiences; to enhance visitors connection and awareness with the national park special qualities.
- Test the concept of a recreation and visitor experience hub providing sustainable transport solutions for visitors e.g. extension of Hope valley explorer and cycling.
- Increase visitor income by promoting The Peak District Foundation as the charity of choice for all site operators and visitors (starting with David Lloyd in spring 2021 under a separate agreement anticipated between The Peak District Foundation and David Lloyd.

Proposals

4. **Option 1** – delegate authority for signing the Memorandum of understanding to the CEO in consultation with the Head of Law and Director of Commercial Development and Engagement.

This would enable PDNPA to take the next step towards realising the benefits outlined above with minimal risk. There is no financial risk. It sits very comfortably with our 'pioneering' value.

The weaknesses of this option are hard to identify other than the potential reputation risk highlighted and addressed in section 6 below.

Option 2 – Do nothing and don't sign.

PDNPA lose the opportunity to work with a highly credible partnership to potentially transform how people travel into and experience the Peak District National Park special qualities at scale. In addition, future income generation opportunities by expanding existing PDNPA services would be lost.

Loss of reputation with a highly credible developer and a question mark over PDNPA strategic ambitions, intent and pioneering spirit.

Are there any corporate implications members should be concerned about?

Financial:

5. None

Risk Management:

6. **Reputation** – Adopting the corporate risk matrix the risk is assessed as LOW. The reasons are:
- The PEAK Gateway proposition to investors will not be publicly available. It is purely for confidential conversations between the developer and interested investors approached directly. *NOTE: The MOU will be in the public domain.*
 - From electronic due diligence searches the developer is reputable and has a strong track record of success.
 - There is a clause that PDNPA can terminate the MOU at any time should SLT consider the reputational risk too high from any adverse publicity.

The PEAK Gateway investment proposition includes PDNPA logo and other profile materials (e.g. branding videos, photographs, data, research, customer profiling where contractually able) and a quote from Sarah Fowler. It will be used as a basis of confidential discussions with potential investors. The term of the Memorandum of Understanding is 12 months, subject to review on an annual basis.

Sustainability:

7. None. The aspiration of the Peak Gateway is to be a best in class sustainable visitor destination and hub.

Equality:

8. None.

9. **Background papers (not previously published)**

None

10. **Consultees**

Senior Leadership Team; Head of Law; Head of Finance.

11. **Appendices**

Appendix 1 – Memorandum of Understanding

Report Author, Job Title and Publication Date

Adrian Barraclough, Director of Commercial Development & Engagement , 7 July 2020
Adrian.barraclough@peakdistrict.gov.uk

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**PEAK Gateway
Memorandum of Understanding (Final)**

1. Parties

Birchall Properties Limited (the “Landowner”), **Milligan Retail Limited** (the “Developer”) and the **Peak District National Park Authority** (the “Authority”) collectively “the Parties”.

2. Purpose

The purpose of this memorandum is to recognise the importance of the relationship between the Parties in respect of creating an impactful, sustainable and profitable Gateway to the Peak District National Park and accordingly sets out the ways the Parties will work together.

This memorandum does not represent any legal obligation on the Parties but is a summary of the understanding between the Parties.

3. Background

Milligan (the developer) has entered into an agreement with Birchall Properties (the landowner) to define, construct and operate a sustainable and profitable gateway facility outside the Peak District National Park at the Peak Resort. The PEAK Gateway will be linked via sustainable transport and trail networks to attractions and activities within the National Park as well as to the conurbations and countryside located on the Park's eastern boundary.

Chesterfield Borough Council, the Peak District National Park Authority and the University of Derby are all intending to sign individual Memorandums of Understanding with Milligan and Birchall Properties to show their commitment to working together to maximise the opportunity and create a gateway facility that delivers for everyone.

The Developer has entered into an agreement with the Landowner in respect of a strategically positioned area of land within the 300 acre PEAK Resort estate (Attachment One – the Land). The Land has the benefit of planning permission for a hospitality, leisure and transport led Gateway project with extensive car and coach parking. A reserved matters planning application will be submitted in due course following strategic partner input and related legal agreements. The Developer has extensive experience in the creation of innovative places and working within public and private partnerships.

The Authority's vision is for the Peak District to be loved and understood as the UK's original national park. **It has two statutory purposes:**

- 1) Conserve and enhance the natural beauty, wildlife and cultural heritage; and
- 2) Promote opportunities for understanding and enjoyment of the special qualities of the area by the public.

We bring together the various landowners, land managers and partner organisations across the Park through the National Park Management Plan. The Management Plan encourages everyone to work together to conserve and enhance the special qualities for the benefit of all. It is a partnership plan for the place, which sets the main issues and priorities and how together, partners and landowners can address these. The Foundation is the fundraising partner for the Management Plan working to secure investment for relevant areas of impact.

The Authority is also the statutory Planning Authority for the Peak District National Park area. The Authority's Local Development Framework Core Strategy 2011 ("LDFCS") sets out the vision, objectives and spatial strategy for the National Park and core policies to guide development and change in the National Park to 2026. A matching paper identifying key policies with the opportunity of the PEAK Gateway has been prepared (Attachment Two).

4. Project – PEAK Gateway

The Project is to define, construct and operate a serviced Gateway facility just outside the National Park which is linked via sustainable transport (e.g. extension of Hope Valley explorer) and trail networks to attractions and activities within the National Park. The PEAK Gateway will also provide a facility for PDNPA to welcome visitors for education, learning and discovery of the Peak District national park special qualities. It is a prerequisite that the Project must be commercially and environmental sustainable as well as deliver on the LDFCS.

UNDERSTANDING of the Parties

The Developer will.....

- **Develop** and promote a commercially viable business plan (Business Plan), with input from the Authority, which helps deliver on the Authority's sustainable transport and tourism impact mitigation strategies.
- **Support** the National Park Sustainable Transport Strategy with the inclusion of a live Gateway project.
- **Allow** access to its archive of videos, photographs, data, research, customer profiling etc. for inclusion in the Business Plan
- **Include** in the Project's narrative and description, statements which support a joint voice in respect of PEAK Gateway
- **Assist** the Authority in identifying public and charitable sector finance for PEAK Gateway and Peak District national park outcomes.
- **Develop** promotional materials regarding PEAK Gateway for the Authority to share with its other stakeholders
- **Inform** and update the Authority of all activities in respect of PEAK Gateway
- **Include** the Peak District National Park's requirements within PEAK Gateway such as; -
Orientation and information points for Peak District National Park visitors and representatives;
Use of shared management facilities;
Use of shared 'education' facilities to accommodate Peak Rangers, school visits, tour parties
External 'learning, discovery spaces'
Sufficient and appropriate signage
- **Promote** the Peak District foundation as the charity partner of choice, helping raise funds for national park management plan outcomes. (reference: separate Peak Partner agreement).

The Authority will

- **Promote** and develop their current policies and initiatives for sustainable access and tourism impact mitigation by participation in PEAK Gateway
- **Integrate** PEAK Gateway into the National Park Sustainable Transport Strategy development as a strategic pilot gateway project
- **Allow** access to the Authority's archive of branding, videos, photographs, data, research, customer profiling etc where the Authority is contractually able to do so, for inclusion in the Business Plan, (with appropriate data protection provisions).
- **Allow** the Developer to call the Project 'PEAK Gateway' on the clear understanding it is one of a number of Gateways into the Peak District National Park. The name PEAK Gateway is not just associated with this project and geographic location
- **Provide** input into the Project's narrative and description to support a joint voice in respect of PEAK Gateway
- **Support** the Developer by sharing promotional collateral for PEAK Gateway, The Peak District National Park and Foundation to funders, operators and other stakeholders.

The Landowner will.....

- **Support** and facilitate the Developer and the Authority as may be reasonably required from time to time to include but not limited to, support with any planning applications.
- Be open to other complimentary infrastructure projects which may arise through the availability of funding e.g. £250m government announcement on cycle infrastructure.
- Promote the Peak District foundation as the charity partner of choice, helping raise funds for national park management plan outcomes. (reference: separate Peak Partner agreement).

SAVING of statutory powers

Nothing contained or implied in this Memorandum shall prejudice or affect the rights powers duties and obligations of or fetter the discretion of the Authority in the exercise of its functions as a National Park Authority and (without prejudice to the generality of the foregoing) the rights powers duties obligations and discretion of the Authority under all public and private statutes bye-laws orders regulations statutory instruments and other legislation may be as fully and effectually exercised in relation to the Land, PEAK Resort and/or PEAK Gateway as if this Memorandum had not been entered into.

FREEDOM of Information

The Landowner and the Developer acknowledge that the Authority is subject to the requirements of the Freedom of Information Act 2000 and the Environmental Information Regulations and shall cooperate with the Authority to ensure compliance with the Authority's information disclosure requirements, and in particular shall promptly respond to any Authority request as to whether or not they consider any information shared with the Authority is commercially confidential to assist the Authority is making its decision on disclosure.

INTENTION of this Memorandum

To define the terms and basis for a contractual relationship between the Parties going forward

- Terms to be agreed following definition of PEAK Gateway and production of draft business plan
- Inclusion of break clauses at fixed periods for described causes
- Identification of income generating opportunities for the Authority or associated charity
- Term of the Memorandum of Understanding limited to 12 months and reviewed on an annual basis
- Any party may terminate this memorandum with immediate effect by giving written notice to the other parties if it considers that either of the other parties have behaved in a way that the notifying party, acting reasonably, considers to be contrary to prevailing community standards, or may be regarded by the public for any reason as unacceptable or which may be detrimental to the general reputation of the notifying party.

SIGNED as of [] 2020

For and on behalf of Milligan Retail Limited

.....
Name:
Date:

SIGNED as of [] 2020

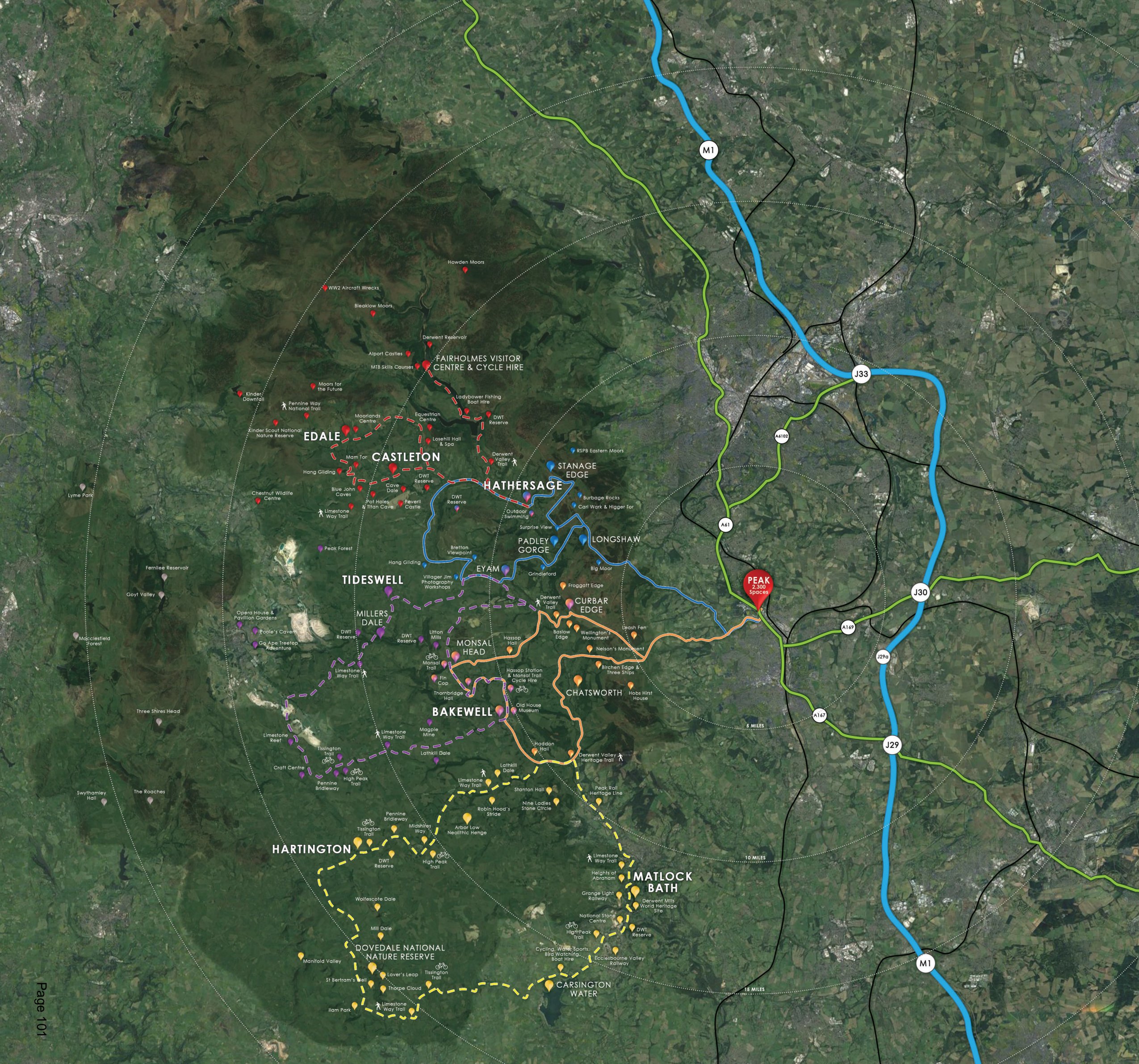
For and on behalf of Peak District National Park Authority

.....
Name:
Date:

SIGNED as of [] 2020

For and on behalf of Birchall Properties Limited

.....
Name:
Date:



PEAK Gateway

One Car Park
for All the Attractions

Routes to Gateway from
Population Centres

M1 Motorway

Approximately 8min from junction 29 to Gateway

A Roads

Railway Line

Hypothetical E-Minibus Routes
From Gateway to Attractions

Primary Loop - Orange Loop

Approximately 84min round trip from Gateway

Primary Loop - Blue Loop

Approximately 130min round trip from Gateway

Link Loop - Red Link Loop

Approximately 60min round trip from Hathersage

Link Loop - Purple Link Loop

Approximately 80min round trip from Bakewell /
Hassop Station

Link Loop - Yellow Link Loop

Approximately 130min round trip from Rowsley



LIVERPOOL

2 hrs 11 mins by train
2 hrs 7 mins by car

MANCHESTER

1 hr 15 mins by train
1 hr 34 mins by car



LEEDS

55 mins by train
59 mins by car

DONCASTER

47 mins by train
41 mins by car

SHEFFIELD

11 mins by train
20 mins by car

CHESTERFIELD

DERBY

17 mins by train
41 mins by car

NOTTINGHAM

42 mins by train
46 mins by car

TO BIRMINGHAM

57 mins by train
1 hr 19 mins by car

TO LONDON

1 hr 48 mins by train
1 hr 13 mins by HS2

TO LEICESTER

44 mins by train
1 hr 3 mins by car

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9. PROPOSAL TO MAKE A BID TO THE EU HORIZON 2020 FUND

1. Purpose of the report

To seek approval for PDNPA to prepare and submit a European Funding bid (**Horizon 2020 EU funding programme for research and innovation**) with Sheffield University and selected National Park partners in UK and Europe to support PDNPA ambitions and work on sustainable transport to deliver NPMP and corporate strategy outcomes.

Key Issues

- **PDNPA staff capacity**
- **Confirmation of partners (x2 European National Parks)**

2. Recommendations(s)

- 1. OPTION 1 - Delegate approval to the Director of Planning and Conservation in consultation with Head of Finance to develop and submit a funding bid by 10 September 2020**

How does this contribute to our policies and legal obligations?

- 3.** There are no legal obligations to develop and submit the bid. Should the bid be successful PDNPA are not legally responsible until the funding agreement has been signed which would be in consultation with the Head of Law.

This bid provides the potential opportunity to provide funding over 3 years to develop and pilot our sustainable transport policies. The bid is 100% revenue funded and would provide additional funding to compliment a shrinking government grant.

Strategic fit:

Enable delivery of corporate strategy outcomes.

A sustainable landscape that is conserved and enhanced (KPI 2 natural beauty conserved and enhanced, KPI 3 increase the amount of carbon captured)

A National Park loved and supported by diverse audiences (KPI 11 proportion of underrepresented groups increased)

Thriving and sustainable communities that are part of this special place (KPI 18 generating interventions that support sustainable community development).

Enable delivery of NPMP objectives, including the within the following areas of impact:

1: Preparing for a future climate

4: A National Park for everyone

5: Encouraging enjoyment with understanding

6: Supporting thriving and sustainable communities and Economy

The bid would also support and align with existing programmes of work such as:

- Recreation Hubs and Visitor Management
- Audience Reach
- Low Carbon sustainable Transport
- Thriving and Sustainable Communities
- Local Plan review

Background Information

4. High-profile government initiatives for locking-in walking and cycling involve the fast-tracking of traffic regulation orders coupled with a (re-focussed) commitment of £2bn for active travel. However, this means little to national parks for three reasons. Firstly, transport authority (as delivery body) officer capacity is already strained. Secondly, the priorities of transport authorities are primarily to their residents (the majority of which live outside national parks) whereas access and transport in national parks is often significantly influenced (and often dominated) by demand from visitors. Thirdly, government priorities are mainly aimed at utility (rather than leisure) and implicitly to higher density areas.
5. The National Park Authority aims to be ambitious. We want to deliver high profile sustainable travel of a sufficient quality that it may deliver a true alternative to car use. The popularity of the Peak District National Park (PDNP) as a breathing space for millions has never been greater; most travel to the PDNP from the surrounding cities and towns by car as day visitors. However we're seeing evidence of all of this car travel into the PDNP becoming a growing affliction, in particular issues of car parking and road capacity overloads, with localised air quality issues. A saturation of car borne visitors can negatively impact upon the quality of life for local communities. This trend of car traffic is unsustainable. The conversion to Electric Vehicles will help the air quality and low carbon agenda, but not the other issues around the sheer volume of cars. Therefore a solution that beckons is to propagate the growth of mass travel and active travel products, with advanced integration of travel modes wherever possible, to engage and inspire (with a balanced carrot and stick approach) the millions of NP visitors, the local communities and businesses to embrace sustainable travel like never before.
6. The Authority's ambition is for the Peak District to be a pioneer of sustainable transport solutions to underpin a sustainable tourism and visitor offer for a modern Britain. The Landscape review (September 2019) highlighted the strategic importance of new transport solutions, in particular with to the potential for pilot areas under recommendation 19. The Authority has already developed close working dialogue with local transport authorities (e.g. Derbyshire and Staffordshire County Councils) and other motivated National Park Authorities (Lake District and Dartmoor) in pursuit of this aim.
7. Sheffield University have world class expertise in climate change adaptation in a number of fields including transportation. At a practical level they have recently assisted The Authority providing the modelling and analysis to build the business case and invest in EV charging infrastructure at Aldern house, Parsley Hay, Ashford depot and Longdendale which is being implemented.

8. **The benefits to the Authority as the lead partner for this bid include:**

- Provision of additional expertise and funding over 3 years to support key strategic policy and decision making
- Opportunity to test policy options more thoroughly with national park management plan partners and local communities
- Model what a sustainable transport solution offer looks like for a selection of case study areas based on recreation hub/gateway or visitor management area (e.g. Upper Derwent, Hope Valley, Langsett/Upper Don)
- Building collaborative partnerships with Lake District, Dartmoor and two European National Parks actively demonstrating a positive response to Landscape review challenges.

9. **Technical Outcomes:**

Deliver a generic National Parks transport model that, fed with geographic data on the National Park's road and public transport networks and a set of standardised park user survey responses, can be used to simulate shared transport route options and EV charging hubs. The model should be able to simulate various options and compare benefits based on emissions reductions, costs and other park user metrics to be defined.

Key outputs would include:

- EV hub locations and infrastructure requirements
- Public transport routes, identifying interconnections including with existing services
- Outline timetables
- Vehicle utilisation rates for various park usage conditions (such as winter weekday, summer bank holiday)
- Emissions of CO₂, particulates, NO_x
- Passenger-km transferred between modes
- Additional Park visits generated by target social group
- Outline financial evaluation
- Development and testing of Policy decision making tools including community and stakeholder consultations.

10.

Horizon 2020 - Specific Challenge:

The delivery of the Energy Union targets requires the full engagement of the public sector at all governance levels.

Local and regional public authorities have a crucial role in setting ambitious energy efficiency strategies, for instance in the framework of the Covenant of Mayors (*Bollington and Kirklees are signatories*) for Climate & Energy and Smart Cities & Communities or the Clean Energy for EU islands initiative. The political commitment at local level should be enhanced and the focus should turn to implementation and effective monitoring of concrete energy efficiency solutions and actions, which can contribute to modernise and decarbonise the European economy. Synergies should be sought, whenever possible, with local and regional air quality plans^[1] and air pollution control programmes^[2] to reduce costs since these plans rely to a large extent on similar measures and actions^[3].

Support should continue and be reinforced in building capacity of public authorities and empowering them to take up their role of energy transition leaders at regional and local level, by permanently improving their skills as public entrepreneurs and supporters of market transformation towards more efficient energy systems.

At national level, the Energy Efficiency Directive^[4] has triggered numerous positive developments in the Member States by setting targets to incentivise and enable investment in energy efficiency programmes across all sectors. However, Member States have yet to fully implement the Directive and additional support in building capacity and know-how is needed.

Scope:

a) Support to local and regional public authorities

The Commission considers it to be equally relevant to address one or more of the following bullet points, as appropriate:

- Enhance decision-making processes of regional and local authorities, to deliver a higher quality, coherence and consistency of energy efficiency measures - and accelerate reaching targets. Actions should foster horizontal and vertical integration of different governance levels, joint application of the energy efficiency measures across local and regional authorities, improved monitoring and verification schemes, and more efficient use of public spending. Proposals should demonstrate political commitment and lead to subsequent institutionalisation of the improved processes in support of the Energy Union Governance Regulation.
- Support public authorities in the development of policy scenarios and transition roadmaps that clearly outline the path to the European long-term 2050 targets and inform the ongoing implementation of SEAPs/SECAPs or similar plans and the development of future plans/targets for 2030 and beyond. Actions should link closely to the Covenant of Mayors initiative and the Energy Union Governance Regulation, where relevant.
- Innovative ways to enable public engagement in the energy transition, developing interface capacities within public authorities to engage with civil society.
- Deliver innovative capacity-building programmes for cities and/or regions to step up their capacity to drive the sustainable energy transition in their respective territories. Proposals should foster a sustained increase in the skill base of public authorities, adapted to their needs and challenges, and support the diffusion of the learning within participating organisations and beyond. The proposed actions should include a strategy to replicate results across Europe and a solid impact monitoring.

Proposals should build on existing initiatives such as the Covenant of Mayors^[5], ManagEnergy^[6] or any other relevant initiative as appropriate.

b) Supporting the delivery of the Energy Efficiency Directive

Proposers should focus their proposed action on:

Actions assisting Member States to fulfil their obligations under the Energy Efficiency Directive (EED) and – where relevant to the implementation of the EED – under the Energy Union Governance Regulation. Proposals should support efficient implementation by taking into account existing effective practices and experiences from across Europe. Proposals may address, for example, the harmonisation of energy savings calculations under Article 3, the effective implementation of Article 7 including consistent monitoring and verification systems, higher efficiency of the generation under Article 14 and of transmission or distribution systems under Article 15 or an efficient development and continuous reporting of Integrated National Energy and Climate

Plans.

The Commission considers that proposals requesting a contribution from the EU of between EUR 1 and 1.5 million would allow this specific challenge to be addressed appropriately. Nonetheless, this does not preclude submission and selection of proposals requesting other amounts.

Expected Impact:

Proposals are expected to demonstrate, depending on the scope addressed, the impacts listed below, using quantified indicators and targets wherever possible:

- Primary energy savings, renewable energy production and investments in sustainable energy triggered in the territory of participating parties by the project (respectively in GWh/year and in million Euro);
- Number of institutionalised collaborations on the energy transition between public authorities;
- Numbers of stakeholders active in delivering the energy transition;
- Number of public authorities and public officers with improved capacity/skills in delivering the energy transition;
- Number of policies influenced through the action;
- Number of Member States with improved implementation of the EED and linked Energy Union Governance Regulation, clearly attributable to project activities.

Proposals

11. A series of options were considered by the Resources Management Meeting on the 7th July. These are set out below. RMM endorsed the progression of a bid with the caveat that any risks and issues were clearly laid out to this committee:
12. **OPTION 1** – PDNPA lead (Head of Policy and Communities) the development and submission of a bid (expectation of between 1 to 1.5 million Euros) with support from Sheffield University (submission date 10 September).

Strengths

- The bid aligns very closely with work the team is already doing
- The bid once written can be used to promote to other funders e.g. DfT
- Cross national park working (England and x2 national parks in Europe)

Weaknesses

- 10-15 days preparation time.
- Dependency to secure x2 European national parks

13. **OPTION 2** – Encourage another UK national park to lead with PDNPA as a partner

Strengths

- Bid process management led by someone else, reducing PDNPA time and commitment

Weaknesses

- PDNPA lose control and influence on the shape of the bid
- If successful, PDNPA would receive less grant income
- Loss of leadership role for any implementation. Increases risk of mis-alignment with

our corporate outcomes.

14. **OPTION 3 – Do nothing.**

Strengths

- Some time-saving (but doing a lot of the thinking and work anyway)

Weaknesses

- Harder to realise our strategic ambition and demonstrate pioneering spirit
- Closes down a potential alternative source of revenue for 3 years
- Misses opportunity to work with a partner (Sheffield University) who would bring valuable analytic, modelling and sustainable transport skills into PDNPA policy development

Are there any corporate implications members should be concerned about?

Financial:

15. 10-15 days staff time to prepare and submit the bid. Support will be available from our partners at Sheffield University and Derbyshire County Council to help advise on the best approach and to support any submission as a key partner. No financial obligation or liability at this stage of the process. The proposed bid would be for 100% revenue support and therefore no expectation of match funding. However, the Authority must remain aware of exchange rate fluctuations in respect of the Euro and whether this may necessitate any contingency funds being made available.

Risk Management:

16. Assessment using the corporate risk framework is LOW. Preparing this bid will help clarify the Policy and Communities team thinking and process. The critical dependency is securing two European partners without which no bid can be submitted. This will be addressed through approaching Europarcs; advertising on the European funding website and personal contacts. Moreover, close existing partnership with Derbyshire County Council should strengthen the bidding prospects. There is also great interest from the Authority's own Climate Change member steering group and there would be potential to report back to that group with updates and requests for steer as the bid moves forward.

Sustainability:

17. A successful bid would greatly assist the Authority in moving towards its ambitions in the National Park Management Plan and the outcomes of the 5 year Corporate Plan.

Equality:

18. None

19. **Background papers (not previously published)**

None

20. **Appendices**

None

Report Author, Job Title and Publication Date

Brian Taylor; Head of Policy and Communities; 9 July 2020

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PEAK DISTRICT NATIONAL PARK AUTHORITY
Climate Change Member Task Group
Tuesday 28th January 2020
Chief Executive's Office

<u>Attended by:</u> <u>Members</u> David Chapman, Charlotte Farrell, Chris Furness, Janet Haddock-Fraser Lydia Slack, Ken Smith <u>Officers</u> Emily Fox, Matt Mardling, Matt Freestone, David Hickman		
Agenda item		Action
1.	<u>Apologies for absence</u> It was noted that Rob Walker had decided not to join the Group.	
2.	<u>Election of Group Chair</u> Janet Haddock-Fraser was appointed as the Group's Chair.	
3.	<u>Terms of Reference</u> In respect of recommendations that originated from the Group (that are subsequently approved and implemented), the Group felt it important that they had a role in performance monitoring. Additionally, it was recognised that the scope of the Group needed to consider CC within the Authority of the PDNPA as well as CC in activities over which it has influence and educative opportunities. As such, understanding GHG activity within the Authority and within the Park are both relevant. Subject to this modification the Terms of Reference for the Group were agreed.	

4.	<p><u>Operation of the Group</u></p> <p>It was agreed to meet monthly and to adopt an informal meeting style as the group is advisory rather than decision-making per se. Papers and relevant data is to distributed in advance where possible to ensure informed debate.</p> <p>The Group considered it important for Members to be well informed and to be advocates for climate change activities, throughout the Authority, the National Park, with partner organisations and the wider community. As part of this it needs to develop a consistent narrative and to understand how Members of the Group are engaged with associate bodies and stakeholders.</p>	
5.	<p><u>Current activity update</u></p> <p>The Group was informed of work currently underway relating to the production of the Authority's second Carbon Management Plan and informed about the development of a Corporate Property Asset Management Plan (CPAMP). The CPAMP is due to be discussed at an Authority meeting on 14th February 2020. There are several references in the Plan to mitigating the impact of Climate Change including a request to earmark funding to undertake adaptation work.</p> <p>When it is available the Chair will be provided with a draft of the CPAMP report.</p>	DH

6.	<p><u>Future Work Programme for the Group</u></p> <p>Suggested items for the next meeting:</p> <ul style="list-style-type: none"> • Carbon Management Plan 2 – detailed discussion to understand the Authority’s current emissions and mitigation plans. Report to the Programmes and Resources Committee. • GHG emissions for the Park as a spatial entity, building on and explaining the high level data presented at the Climate meeting Buxton October 2019 • Climate Change -Benchmarking information from other National Park Authorities. Who is doing what? (e.g. plans / resources) • National Park’s England Statement on Climate Change and emission/reduction targets • Group communications to enable Members to share information on developments in CC within their remits outside of this Group e.g. local authorities, community groups, advisory groups, other projects 	<p>MF</p> <p>MM</p> <p>MM</p> <p>EF</p> <p>ALL</p>
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Future Meetings:

- 10th March 2020
2.00 pm in the Board Room at Aldern House
- 7th April 2020
9.00am in the Board Room at Aldern House

Distribution:

***All invitees
Andrew McCloy
Senior Leadership Team
Democratic and Legal Support Team***

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PEAK DISTRICT NATIONAL PARK AUTHORITY
Climate Change Member Task Group
Tuesday 10th March 2020
Aldern House Boardroom

<u>Attended by:</u> <u>Members</u> David Chapman (DC), Charlotte Farrell (CFa), Chris Furness (CFu), Janet Haddock-Fraser (JH-F), Lydia Slack (LS), Ken Smith (KS) <u>Officers</u> Emily Fox (EF), Matt Mardling (MM), Matt Freestone (MF), Jason Spencer (JS) part.		
Agenda item		Action
1.	<u>Apologies for absence</u> David Hickman	
2.	<u>Minutes of the last meeting and matters arising</u> Agreed. No additional matters arising No further comments were made on the updated Terms of Reference. Terms of Reference for the group agreed. These need to be reported back to P&R Committee on the 20 th March 2020.	JS
3.	<u>Climate Change in Committee Reports</u> It was agreed that climate change implications should be added to the template for Authority and Programmes and Resources Committee reports. It was agreed that this does not affect planning reports as there is already an expectation that climate change implications will be considered in all applications. It was requested that guidance to accompany the new section of the report be brought to the next meeting of the Task Group.	JS/EF

3.	<p><i>Continued</i></p> <p><u>Use of Disposable Cups at Members' Meetings</u></p> <p>It was agreed that the proposal to provide all members with a reusable Authority branded cup that they can bring with them to meetings and take home to wash should be accepted. This is to be actioned and communicated to Members.</p> <p>Members will be given the option to donate the cost of the cup to the Foundation or Authority.</p>	JS
4.	<p><u>Carbon Management Plan 2.</u></p> <p>General thanks were expressed for the work taken to develop the new plan and its approach.</p> <p>1.3 Future Scope: Add in the context of why we are working towards the future assessment of land based emissions, as there are good reasons why there isn't a methodology at present.</p> <p>1.1 Can we get to net zero quicker than 2050? Can we add in an aspiration to get there sooner than 2050?</p> <p>Linked to the above point, can we put an aspirational line of co2e reductions over time?</p> <p>Reporting - putting information out quarterly may help staff and Members to engage with the subject.</p>	<p>MF</p> <p>MF</p> <p>MF</p> <p>MF</p>
5.	<p><u>National Park's England Statement of Climate Change</u></p> <p>This was circulated and presented to the group. This statements commits National Park Authorities to achieving carbon neutrality, in line with government net-zero targets.</p>	

6.	<p><u>GHG emissions within the National Park as a spatial entity, building on and explaining the high level data presented at the Climate meeting Buxton October 2019</u></p> <ul style="list-style-type: none"> • Copy of Matt Mardling's slides and pie chart to be circulated to the group. • Can we get a proxy of how visitors travel within the NP and their impact on emissions? • To have a further discussion on this topic at the next meeting. 	<p>MM</p> <p>MM</p>
7.	<p><u>Bench marking with other NPs</u></p> <ul style="list-style-type: none"> • Deferred to the next meeting. 	MM
8.	<p><u>Member Training</u></p> <ul style="list-style-type: none"> • The group welcomed the prospect of training on climate change. • David Chapman volunteered to help with members training. • We will look to use publically available material – JH-F to circulate some slides. • Rina Jones did some training with HPBC. Action point – EF to make contact with Rina to see if this would be available to us. 	<p>DC</p> <p>JH-F</p> <p>EF</p>
9.	<p><u>Group comms</u></p> <ul style="list-style-type: none"> • Members updated the group on relevant meetings they had attended since the last meeting. • JH-F had been to a DCC climate change group and climate change observatory meeting. • DC introduced The Great North Bog, and it was agreed that this should be on the next meeting agenda. • KS will circulate a paper on ELMs. • LS will circulate slides from an NFU conference. 	<p>KS</p> <p>LS</p>

DRAFT

10	<u>AOB</u> Next meeting agenda: <ul style="list-style-type: none">• Bench marking with other National Parks• National Park Greenhouse Gas emissions• NPMP Climate Change actions from the Autumn Summit in Buxton -• Updated guidance for the climate change paragraph in all committee reports• Essential Member training• The Great North Bog• Group communications• Any other business	MM MM MM EF JHF/DC/EF DC
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Future Meetings:

19th May 2020
9.00am Board Room at Aldern House
7th July
1:30 Garden Room at Aldern House

Distribution:

***All invitees
Andrew McCloy
Senior Leadership Team***

PEAK DISTRICT NATIONAL PARK AUTHORITY
Climate Change Member Task Group
Tuesday 19th May 2020
Webex teleconference

Attended by:

Members

Janet Haddock-Fraser (JH-F), David Chapman (DC), Charlotte Farrell (CFa), Chris Furness (CFu), Lydia Slack (LS), Ken Smith (KS)

Officers

David Hickman (DH), Matt Mardling (MM)

Agenda item		Action
1.	<u>Apologies for absence</u> Emily Fox (EF)	
2.	<u>Minutes of the last meeting and matters arising</u> Agreed. No additional matters arising The updated Terms of Reference for the group needed to be reported to P&R Committee on the 20 th March 2020. An update on this is requested due to the impact of cancellations on the P&R cttee schedule. An update on the provision of reusable cups is requested.	JS/EF JS
3.	<u>National Park Authorities - Benchmarking Climate Change information relating to plans / resources</u> (i.e. "Who, is doing what?") From a round up completed at the end of 2018, there is no single approach with each park following local circumstances. But three main themes existed; micro hydro, sustainable transport (electric vehicles and tour buses) and peatland restoration. Plus to a lesser extent adaption planning. This evidence was updated with responses from the Policy Officers Group. Generally most comments referred to updating policy and plans rather than actions. With these exercises it can be difficult to interpret	

3.	<p><i>Continued</i></p> <p>the results meaningfully because the responses contain a lot low resolution detail which lacks context. However the highlights are:</p> <ol style="list-style-type: none"> 1. Dartmoor claim to be ahead of the game on emissions reduction and have set a target of 2025 to be carbon neutral. Now also monitoring scope 3 emissions and commuting emissions alone adds 60% to their operational emissions. 2. Exmoor are now also targeting peat restoration. 3. North York Moors are looking to plant 7000Ha of trees and giving themselves 95 years to do it. 4. Yorkshire Dales have set an ambition in the Management Plan for the areas to be carbon negative by 2040. It's to be delivered by 450Ha new trees, 50% reduction in quarries road haulage and impressively all degraded deep peat to be restored to fully functioning bog by 2030. (I cannot verify how it is modelled). <p>Further info on targeting was requested but only 7 parks responded; of these 4 of the 7 had a date set for the Authority to be carbon neutral and 2 of the 7 had set a date for the park area as a whole to be carbon neutral. 5 of the 7 had a carbon plan for the Authority and none had a carbon plan for the national park area.</p> <p>DC questioned the value of trees as a form of carbon sequestration and it was requested Rhodri Thomas report to the group on the current tree planting proposals in the Peak District NP.</p> <p>JHF was interested to know more about Dartmoor's performance, particularly with respect to measuring scope 3.</p>	<p>MM/RT</p> <p>MM</p>
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4.	<p><u>GHG emissions within the National Park as a spatial entity</u>, building on and explaining the high level data presented at the Climate meeting Buxton October 2019.</p> <p>The information used to generate the pie chart is cut from the National Atmospheric Emissions Inventory's GIS layer and can be viewed here: https://naei.beis.gov.uk/emissionsapp/</p> <p>The National emissions picture is being updated to include emissions from peatlands. Though not integrated at present the data indicates peatlands are our second largest emitter after agricultural methane and greater than road transport. This evidence provides a clear steer on the local priorities to reduce emission of GHG. Those being: agriculture and landuse, peatland/moorland and road transport, and also the impact of the cement works.</p> <p>Further discussion on visitor patterns and behaviours was proposed for subsequent meetings.</p>	
5.	<p><u>NPMP Climate Change actions from the Autumn Summit in Buxton</u></p> <p>This item has been deferred until the next meeting</p>	MM
6.	<p><u>Updated guidance for the climate change paragraph in all committee reports</u></p> <p>It was agreed that the proposed wording be used and members be encouraged to provide feedback to officers if they were not satisfied with the quality of information provided. Thanks were offered to Emily for her efforts.</p>	JS
7.	<p><u>Member Training</u></p> <p>Rina Jones is to provide the training which is scheduled for a half day on 27th November, starting at 10am. A request was raised to move the Local Joint Cttee to make better use of the day.</p>	DH

8.	<p><u>The Great North Bog</u></p> <p>A new initiative to link restoration schemes across the north of England. The area currently emits 3.7million tonnes CO2 annually. £200m is being sought from public and private sources to deliver restoration over the next 20 years. The biggest challenge is expected to be working with multiple landowners..</p>	
9.	<p><u>Group comms</u></p> <p>Members update.</p> <p>JHF proposed the group focus on four main areas with identified group leads</p> <ol style="list-style-type: none"> 1. Agriculture and land use – LS & KS 2. Moorland restoration - DC 3. The Cement Works – Cfu & CFa 4. Road transport and tourism – JHF <p>The approach used for each area will be discussed with the member(s) of the area and the CCWG chair.</p> <p>CFu - Requested support at an upcoming meeting with Breedon 9th June 6:45pm</p> <p>LS - To circulate information relating to a new additive which reduces methane in cattle.</p> <p>DC – DDDC are starting a 12 week project lead by consultants to focus on climate change mitigation. He will report back to the group on progress.</p> <p>CFa – proposed encouraging Breedon to support community based projects with funding.</p>	<p>MM</p> <p>LS</p> <p>DC</p>
10	<p><u>AOB</u></p> <p>Next meeting agenda:</p> <ul style="list-style-type: none"> • NPMP Climate Change actions from the Autumn Summit in Buxton • Visitor patterns and their significance to local GHG emissions. • Group communications • Any other business 	<p>MM</p> <p>MM</p>

Future Meetings:

7th July
1:30 Webex Teleconference

Distribution:

***All invitees
Andrew McCloy
Senior Leadership Team***

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