

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

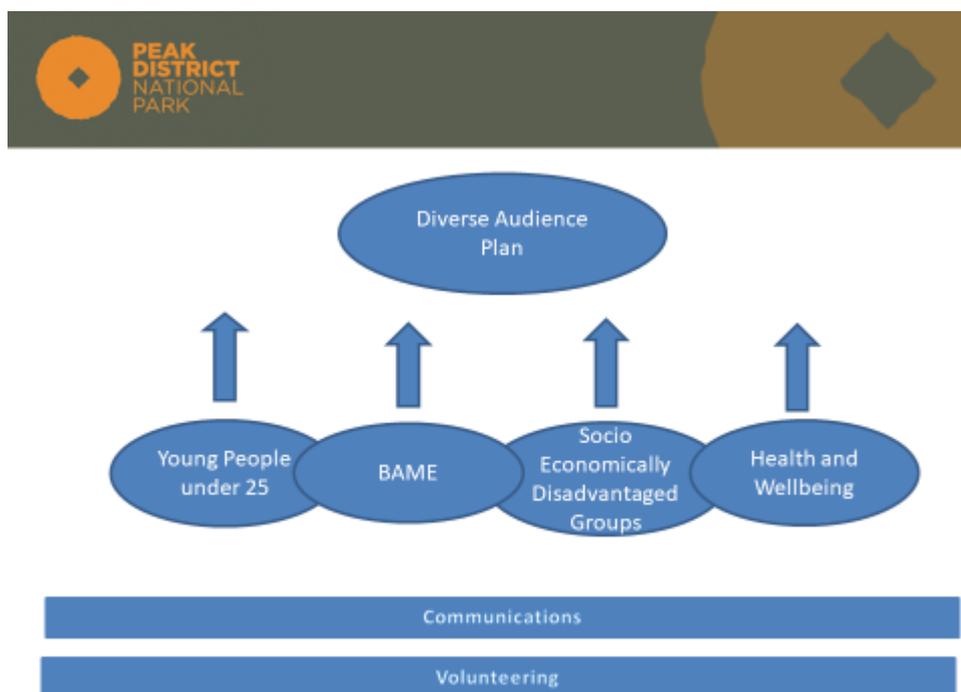
The Audience delivery plan will build on and show the links to:

- 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

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