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Audience Delivery Plan 2020 – 2024

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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.

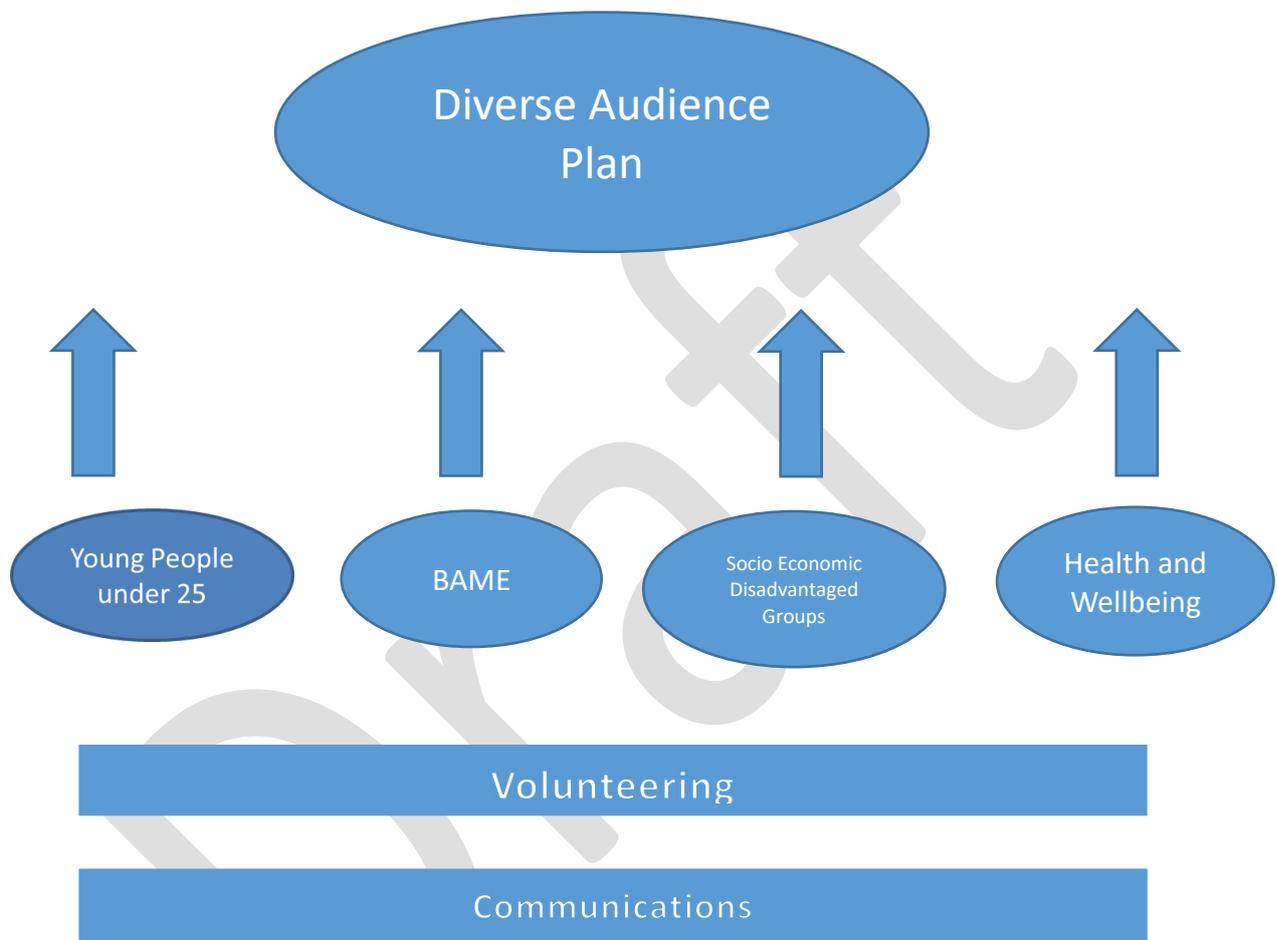
Our mission:

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>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</p>
<p>2040 target: Peak District National Park audience that matches regional demographics</p>	<p>Repeat data research in year 3 and year 5 to monitor against outcome and adjust plan as required</p>

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

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

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.

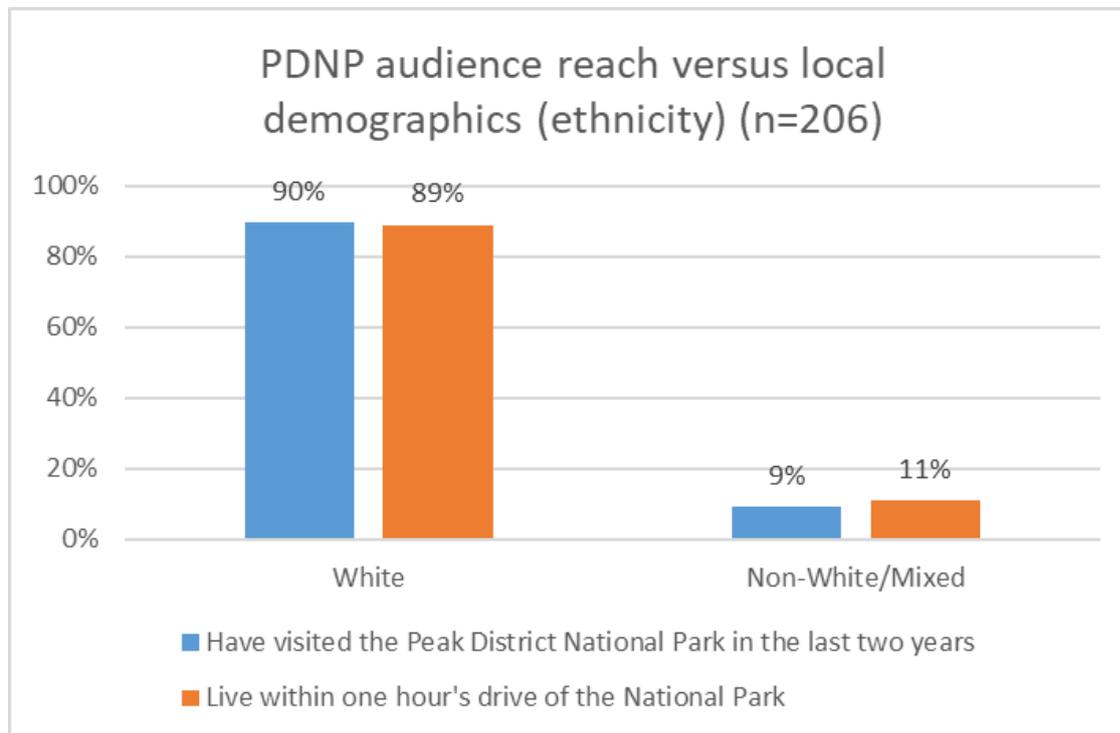
In the first survey, 206 of the 1,000 people had visited the PDNP, so these responses have been used to assess our audience demographics and what people experienced during their visit to the PDNP. At present these are the views of a relatively small number of people (206), but once we have carried out 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?

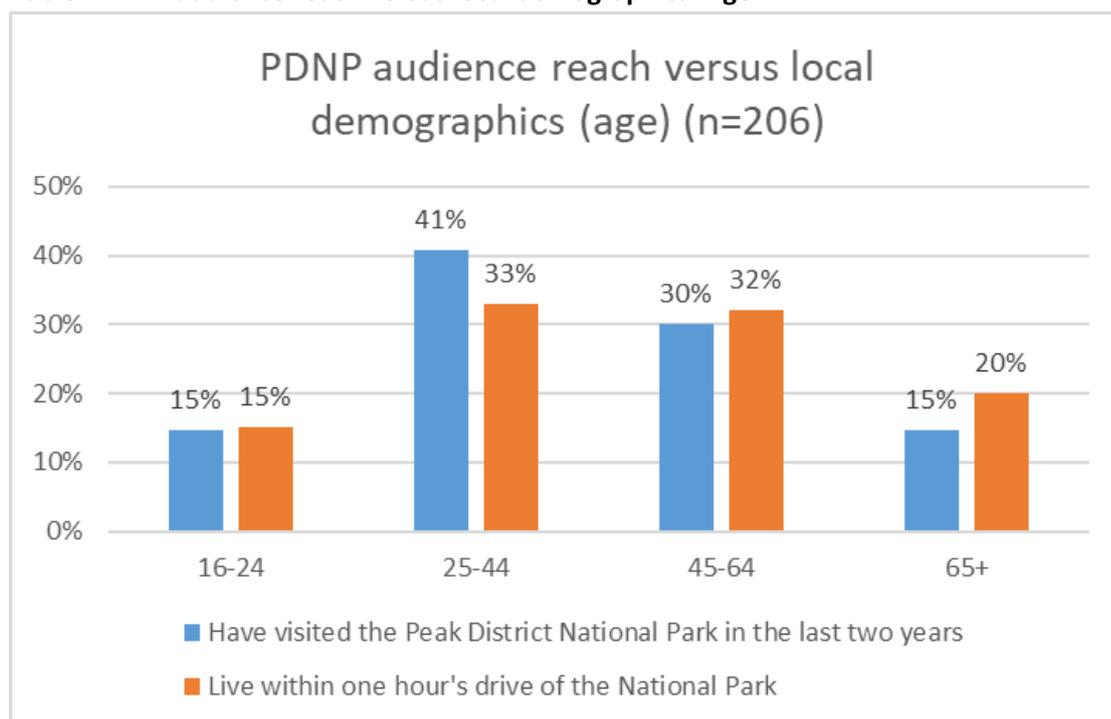
- Data has consistently shown that BAME communities are less represented in visitors to the National Park
- A key aim of our corporate objectives is to work to match our national park communities to the surrounding population demographics
- The BAME community are not well represented in the life of the 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

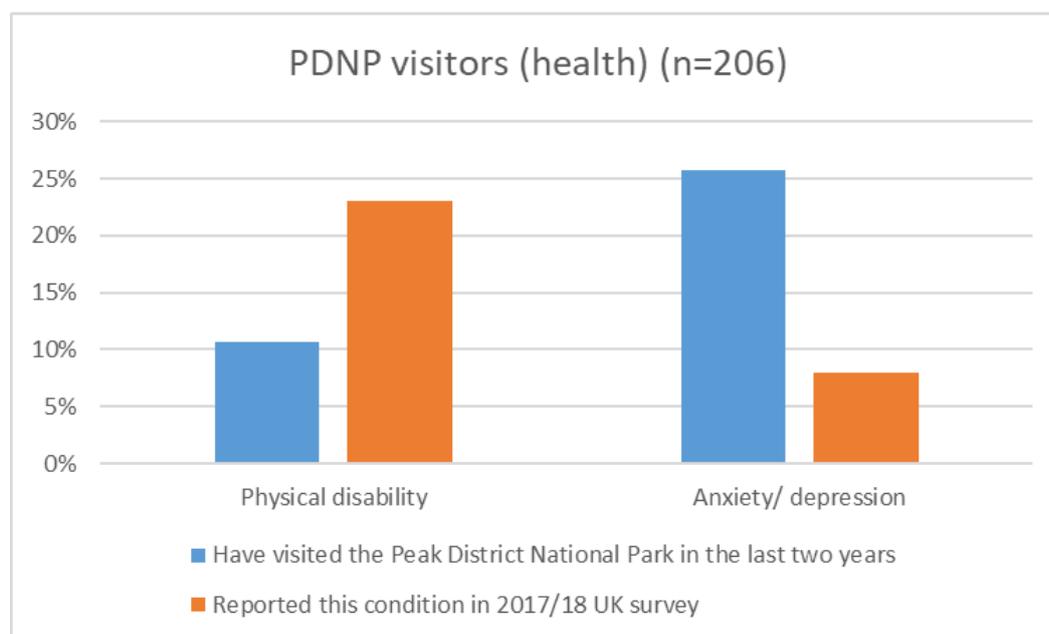
3.1.3 Health and wellbeing

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

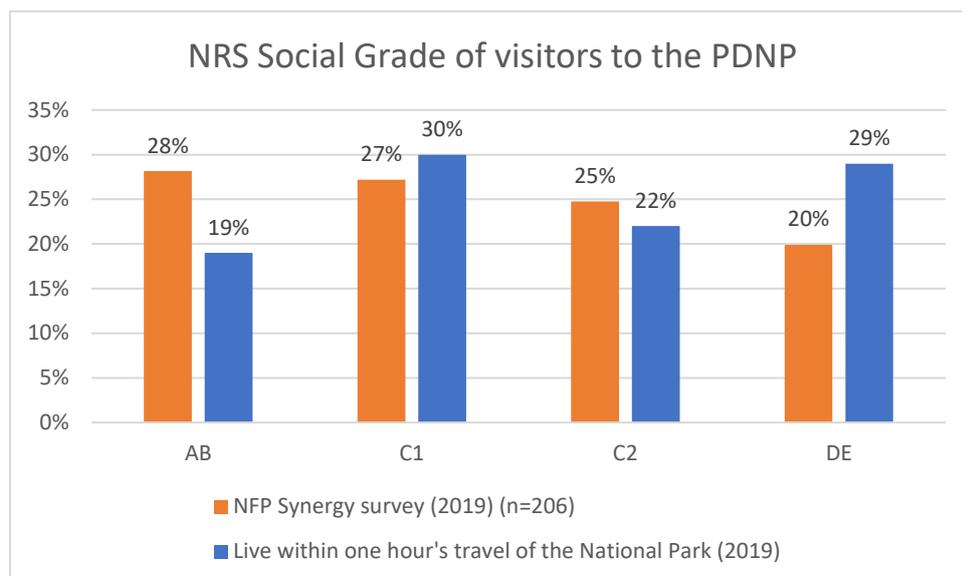
Based on the NRS Social Grading demographic classification (data in yellow) this data shows that visitors to the PDNP are more likely to come from higher social classes. Visitors from C2 and DE groups are under-represented by comparison, in the case of DE, approximately a third fewer.

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.

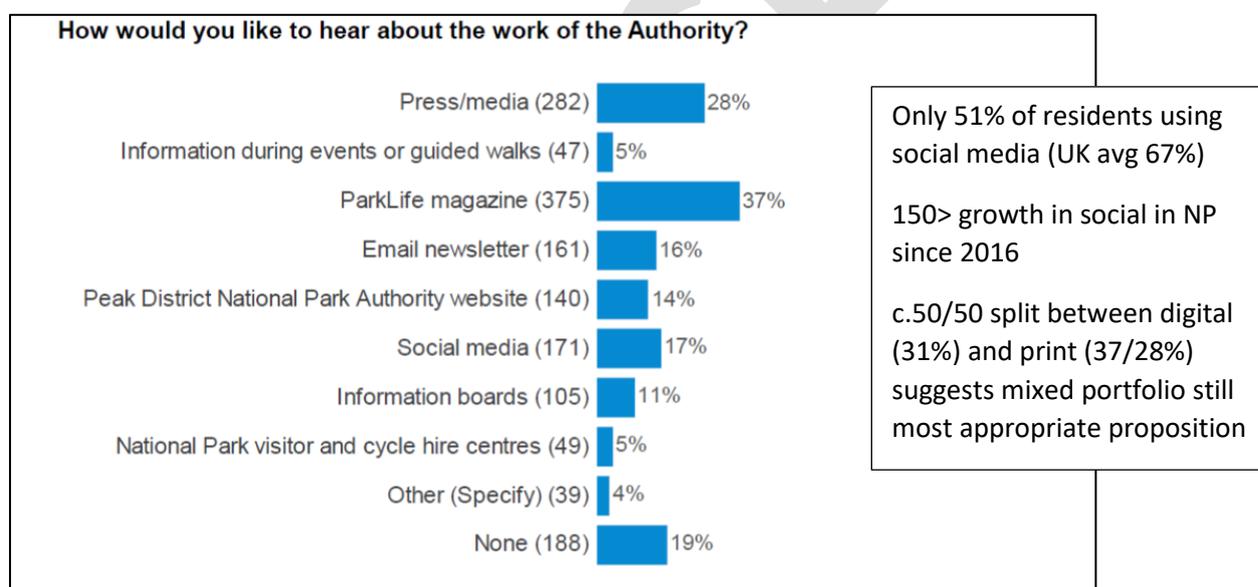
If the Authority wishes to pursue a targeted increase in our 'Brand Positioning' for spontaneous awareness (as measured by NFP Synergy), it should be noted this would require significant financial investment. A case study example by NFP Synergy (Water Aid), suggested an increase in 'media spend' of 120% 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 respondee 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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