

NORTH LINCOLNSHIRE COUNCIL

**COMMUNITY WELL-BEING
CABINET MEMBER**

THE NORMANBY HALL & COUNTRY PARK DEVELOPMENT PLAN 2017-2020

1. OBJECT AND KEY POINTS IN THIS REPORT

- 1.1 To seek approval of the Normanby Hall & Country Park Development Plan 2017-2020

2. BACKGROUND INFORMATION

- 2.1 The development of Normanby Hall and Country Park between 2017 and 2020 will be driven by transforming the operational model and transforming the visitor offer. By 2020, the whole site will be self-sustaining with North Lincolnshire Council as the commissioner of high quality services and events utilising the unique nature of the hall, gardens and parklands. North Lincolnshire Council will build upon the reputation and significance of Normanby Hall and Country Park to showcase and celebrate North Lincolnshire as a special place to visit, stay, work and invest.
- 2.2 The Normanby Hall & Country Park Development Plan 2017-2020 sets out the high level ambitions for the site. The plan outlines the priorities and actions required to achieve the ambition that *“By 2020, Normanby Hall Country Park will be the best outdoor place for families to play, stay and visit.”*
- 2.3 There are three overarching priorities in the Normanby Hall Country Park Development Plan:
1. Improving the overall visitor experience
 2. Developing high quality customer services
 3. To be self-sustaining by 2020
- 2.4 We will work with partners and national organisations to increase options for developing the cultural offer by ensuring we maximise visiting exhibitions, artists and local talent and heritage. Normanby Hall, park and gardens will be marketed as a magnificent historical backdrop and natural green space that will enhance and add significance to businesses showcasing their products as well as providing a ‘prime site’ for prestigious events.
- 2.5 Normanby Hall and Park will be a venue of choice for events and we will work with partners, businesses and event’s organisers to create and broker a wide range of celebrations and conferences, including weddings, exhibitions and tea parties.

2.6 Catering will reflect the richness of local produce and provide a ready market for themed markets and sales. Locally we will encourage the concept of themed markets and 'pop up' events to celebrate and market local crafts, arts and food.

2.7 The Gardens and Park will provide an ideal resource to develop local interest in gardening and horticulture. Capturing the legacy of the rural and farming communities within North Lincolnshire. This will be linked to opportunities for volunteers, apprenticeships and lifelong learning programmes. The RHS membership will be greatly enhanced to ensure keen gardeners and horticultural groups make Normanby Hall a regular place to visit for ideas and inspiration. The Gardens and Park will provide placement and educational opportunities for all ages to develop an awareness of the natural world, gardening and nature.

3. OPTIONS FOR CONSIDERATION

3.1 To consider and approve Normanby Hall & Country Park Development Plan 2017-2020

4. ANALYSIS OF OPTIONS

4.1 Approving the plan provides an ambitious framework to achieve the ambition that *"By 2020, Normanby Hall Country Park will be the best outdoor place for families to play, stay and visit."*

5. RESOURCE IMPLICATIONS (FINANCIAL, STAFFING, PROPERTY, IT)

5.1 Existing resources will be aligned to the Plan. Strong partnerships with external stakeholders will facilitate/underpin delivery on priorities.

6. OUTCOME OF INTEGRATED IMPACT ASSESSMENT (IF APPLICABLE)

6.1 Not applicable.

7. OUTCOMES OF CONSULTATION AND CONFLICTS OF INTERESTS DECLARED

7.1 Not applicable.

8. RECOMMENDATIONS

8.1 That the Cabinet Member approves the Normanby Hall & Country Park Development Plan 2017 – 2020.

DIRECTOR OF LEARNING, SKILLS AND CULTURE

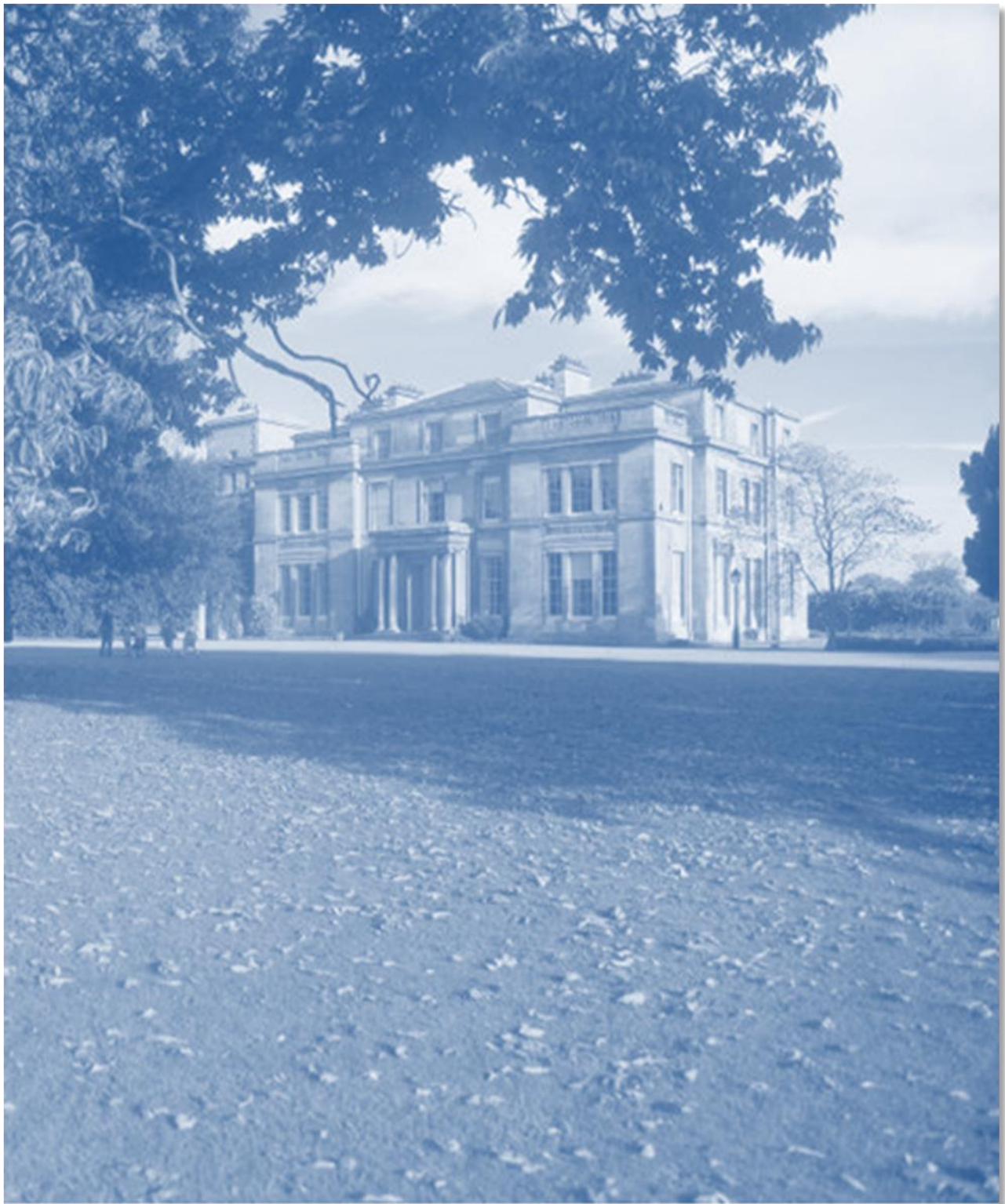
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Background Papers used in the preparation of this report: None

Normanby Hall Country Park Plan

2017 - 2020



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The Council's Ambition

By 2020, Normanby Hall Country Park will be the best outdoor place and visitor destination for families to play, stay and visit

Priorities

1. Improving the overall visitor experience

- **Best for Nature and Green Space**
- **Best for Heritage, Culture & Arts**
- **Best for Markets and Retail**
- **Best for Food and Accommodation**
- **Best for Outdoor Activities and Active Lifestyles**

2. Delivering high quality customer service

3. Self-sustaining by 2020

The Journey of Transformation – 2017 to 2020

North Lincolnshire Council will build upon the reputation and significance of Normanby Hall Country Park to showcase and celebrate North Lincolnshire as a special place to visit, stay, work and invest. We will work with partners and national organisations to increase options for developing the cultural offer by ensuring we maximise visiting exhibitions, artists and local talent and heritage.

Normanby Hall, park and gardens will be marketed as a magnificent historical backdrop and natural green space that will enhance and add significance to businesses showcasing their products as well as providing a 'prime site' for prestigious events.

Normanby Hall Country Park will be a venue of choice for events and we will work with partners, businesses and event organisers to create and broker a wide range of celebrations and conferences, including weddings, exhibitions and tea parties.

Catering will reflect the richness of local produce and provide a ready market for themed markets and sales. Locally we will encourage the concept of themed markets and 'pop up' events to celebrate and market local crafts, arts and food.

The gardens and park will provide an ideal resource to develop local interest in gardening and horticulture, capturing the legacy of the rural and farming communities within North Lincolnshire. This will be linked to opportunities for volunteers, apprenticeships and lifelong learning programmes. The Royal Horticultural Society (RHS) membership will be greatly enhanced to ensure keen gardeners and horticultural groups make Normanby Hall Country Park a regular place to visit for ideas and inspiration. The Gardens and Park will provide placement and educational opportunities for all ages to develop an awareness of the natural world, gardening and nature.

Normanby Hall Country Park is embedded in the lives and memories of North Lincolnshire residents. The transformation journey will build upon residents pride and sense of place by involving different groups in the life and calendar of events and activities presented. We will have a membership scheme underpinned by modern business processes and marketing. Membership will be linked to additional offers celebrating and promoting the richness and diversity of local retail, food, arts and crafts.

The investment of National Partnership Organisation-Council grants for heritage and creative arts have already made a significant contribution to the under-fives and family offer. This work and investment will continue to develop to extend the range of experiences on offer during the different seasons and events throughout the year.

The park and gardens will promote and provide opportunities for a wealth of activities, promoting the benefits of fishing, cycling, sports, the joy of being outdoors in a green space and having fun as a group or a family, with such attractions as Go Ape and family golf.

Actions to deliver the priorities

Priority 1 - Improving the overall visitor experience

Customer research and feedback from Trip Advisor (rated 4.0) already identifies Normanby Hall Country Park as a popular place to visit. Normanby Hall had 57,756 visitors in 2016 including regular visitors from the local area, regionally from Lincolnshire, Hull, Northeast Lincolnshire and the East Riding. The visitor profile often reflects visitors staying with families in the area and/or visiting particular events such as the band performances throughout the summer, the petting zoo and specialist events such as the Race for Life.

Visitors frequently comment upon the benefits of being in the outdoors and experiencing the natural space.

The research linked with our National Partner Organisation Arts and Museums grant highlights the number of families utilising Normanby Hall for children under five years old. A large number of visitors are family groups with children aged from a few months through to twelve years old.

1 A – Best for nature and green space

- 1.A.1 Improving the offer throughout the park for under 5s
- 1.A.2 Improving the play area for children aged 5 to 16
- 1.A.3 Broadening and enhancing the outdoor offer to draw visitors into the park
- 1.A.4 Building upon the Royal Horticultural Society partner garden status for the gardens and Walled Garden.
- 1.A.5 Establish a series of 'green' and garden festivals.
- 1.A.6 Developing a 'Sector Skills Academy' to provide lifelong learning opportunities including developing supported internships and support packages for adults and young people with disabilities.
- 1.A.7 Promoting horticulture as an opportunity for training and volunteers
- 1.A.8 Improving the processes for woodland and deer management
- 1.A.9 Developing a targeted Health and Wellbeing offer

1B – Best for Heritage, Culture and Arts

- 1.B.1 Scheduling a programme of events and activities - celebrating the heritage and sense of belonging to Normanby Park.
- 1.B.2 Remodelling the servants' room in the hall to enhance the interaction for children.

- 1.B.3 National Partner Organisation 2018 programmes – focusing on personal memories and history, links to the Farming Museum and local studies groups and exploring themes around heritage, pride and sense of place.
- 1.B.4 Promoting and leading cross council and partnership events with Normanby Hall Country Park as the venue for events, exhibitions and business promotion.
- 1.B.5 Creating an integrated education and cultural offer across the whole age spectrum.
- 1.B.6 Dedicated work around the costumes within the Normanby Hall Collections.
- 1.B.7 Introducing linked activities to the calendar of events related to visiting artists, music performances and exhibitions coming into the area. Including a more extensive outdoors events offer.
- 1.B.8 Developing workshop opportunities and establishing links with local groups and with regional universities.

1 C – Best for Markets and Retail

- 1.C.1 Introducing market events in the park – food markets, specialist markets, and markets aimed at a target audience.
- 1.C.2 Exploring the development of additional retail offers in the park which complement the existing offer, for example a farm shop model selling local produce, plants, mid-range outdoor clothing, children’s toys etc.
- 1.C.3 Creating a retail space that will emphasise pride of place and that will reflect the produce and products of North Lincolnshire.
- 1.C.4 Promote the use and development of franchise opportunities reflecting the unique offer of NHCP and North Lincolnshire.
- 1.C.5 Utilising sales figures and analysis of the use of current retail space/s to enable the application of grants to support small local businesses and artists in residence.
- 1.C.6 Promoting and planning themed displays of local arts, crafts etc. linked to the seasons and to the calendar of events.

1 D – Best for Food and Accommodation

- 1.D.1 Improving the food offer in the park by reviewing the capital and revenue options and reflecting the ‘Best of North Lincolnshire produce’
- 1.D.2 Extending the opening hours for food outlets to maximise footfall
- 1.D.3 Developing and exploring options to procure catering for events, particularly weddings and larger commercial events
- 1.D.4 Improving the stay offer – investigating options for an improved camping offer and researching the market for additional stay offers
- 1.D.5 Refurbishing existing toilet facilities and exploring options for additional facilities within the park.

- 1.D.6 Further development the evening offer via specialist food offer and entertainment.

1 E – Best for Outdoor Activities and Active Lifestyles

- 1.E.1 Introducing 'Go Ape' to the park as an integrated facility to increase visitor numbers
- 1.E.2 Investigating the installation of enhanced cycle routes to provide improved access for cyclists to Normanby Hall Country Park and the wider region
- 1.E.3 Building in activities to the programme of events that will link with outdoor activities and active lifestyles, building on the legacy of the Tour of Britain
- 1.E.4 Explore further links with walking and cycle routes to encourage packages linked to 'Cycle Tourism'. Utilise the Cultural regional museums Frame programme with further ideas for orienteering and Geo trails.
- 1.E.5 Explore opportunities to develop golf, securing best value and high quality customer satisfaction.
- 1.E.6 Developing existing fun runs and introducing further partnerships to promote athletics activities in the park
- 1.E.7 Extend activity days linked to school holidays and play schemes.

Priority 2 – Delivering High Quality Customer Service

High Quality proactive customer service is at the heart of the Normanby Hall customer offer and experience. Staff members are highly skilled and knowledgeable and have a sense of pride and commitment to the role Normanby Hall Country Park plays in the lives of the residents of North Lincolnshire.

Our aim is to reflect the needs of all our customers and constantly strive to build upon the facilities reputation and standing both as a place to visit, stay and play.

- 2.A.1. Implement a revised customer service training programme for all front line staff including a package of training for casual and seasonal staff.
- 2.A.2. Develop a team of 'Year Round Staff' to deliver a wider range of customer services and provide a mentor programme for any seasonal staff.
- 2.A.3. Measure and review customer satisfaction responses to gather a picture of how visitors view customer service at the park.
- 2.A.4. Work towards a series of quality marks for customer services.
- 2.A.5. Increase the profile of Normanby Hall Country Park by producing a dedicated marketing and communications plan.
- 2.A.6. Increase the use of social media to continually engage with potential, new and existing customers.

- 2.A.7. Develop and introduce a Premier membership offer linked to retail discounts and events across North Lincolnshire and the wider region, saving customers' money and providing discount opportunities in the park.
- 2.A.8. Create opportunities for local colleges and work place initiatives to utilise the facilities of Normanby Hall Country Park to train the local workforce in relation to customer services, active lifestyles, heritage and horticulture.
- 2.A.9. Rebrand the site to modernise and reflect the new visitor offer, encompassing the variety of activity across the whole of Normanby Hall Country Park and illustrating the investment of partners.
- 2.A.10. Refurbishing existing toilet facilities and exploring options for additional facilities within the park

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Priority 3 – Self-sustaining by 2020

In 2017/18, North Lincolnshire Council invested £223K in revenue subsidies and secured additional investment of approximately £1M.

By 2020 the whole site will be self-sustaining with North Lincolnshire Council as the commissioner of high quality services and events utilising the unique nature of the Hall, Gardens, Parklands and Golf Facilities.

Ensuring Normanby Hall Country Park is self-sustaining by 2020:

- 3.A.1 The introduction of electronic automatic payment for membership
- 3.A.2 Improve car parking facilities.
- 3.A.3 Creating opportunities for business development including bespoke workspace areas for local businesses
- 3.A.4 Seeking and developing partnerships across local, regional and national businesses to provide additional visitor attractions and experiences – for example Go Ape 2018
- 3.A.5 Developing sponsorship opportunities with business and charity organisations
- 3.A.6 Exploring procurement opportunities for events and functions held at the hall and in the park, for example wedding and corporate functions
- 3.A.7 Increasing volunteer involvement across all functions and activities
- 3.A.8 Establishing a friends of Normanby Hall Country Park to engage community members
- 3.A.9 Migrate the Annual Pass to a rolling membership scheme

Monitoring & evaluation

Progress will be monitored by the Normanby Hall Country Park Development Group. The plan will be subject to an annual review and the detailed action plan updated on a quarterly basis.

Performance indicators

Key performance information will be gathered and reported on a quarterly basis. This will provide information on customer satisfaction, visitor levels, income levels and performance data.