

PRIORY PARK, REIGATE

MARKETING PLAN

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I. INTRODUCTION

The purpose of the Marketing Plan is to support proposals for the future development of Priory Park through an increase in the overall levels of use of the park, creating awareness of the heritage assets of the park and developing specific markets for particular activities and events. The plan proposes a number of ways of achieving these aims through a substantial awareness campaign, a 'relaunch' of the park and development of new marketing outlets and materials.

The plan has been prepared by Ken Burlton Consultancy appointed by Land Use Consultants and working with them for Reigate and Banstead Borough Council. It is one of a number of documents which will form a Stage 2 application to the Heritage Lottery Fund [HLF] for the restoration and enhancement of Priory Park. The central part of the application is a proposal from Land Use Consultants for a new master plan of the park which includes both elements of historical restoration and the introduction of new features and facilities. A new pavilion designed by Dominique Perrault Architects also forms part of the scheme. The Marketing Plan draws heavily on the Audience Development Plan which makes proposals to increase and diversify usage of the park, particularly through expansion of its activities and events programme, and the Interpretation and Education Plan which aims to increase the attractiveness of the park to heritage visitors and schools.

The current position of the park is that it is estimated to have around 190,000 users a year [excluding pupils and parents from Reigate Priory School] most of which come from within a six mile radius of the park. There is a broad range of ages and user types. There is almost no current marketing of the park and the introduction of a comprehensive marketing plan is expected to increase levels of usage by a minimum of 13% over three years and to attract more new and over 45 users.

As part of the background to the preparation of various development plans an extensive programme of consultation and research has been undertaken with surveys of 200 park users and 100 non users, discussion groups and meetings with individuals and local organisations¹. Consultation and research has shown that the park has a wide catchment and good potential for the further development of usage. There is a significant demand for activities/ events in the park.

An important task for the Marketing Plan is to communicate to users and non users the substantial change which will be made to the park through the implementation of the proposed scheme. The Marketing Plan also has to address the current negative perceptions of the park among some users and reassure users that issues which they consider important, such as security and litter clearance, are being addressed.

Responses to consultation have drawn attention to the lack of information generally available about the park and the need to promote events and activities more effectively. Many respondents felt that lack of advertising and promotion was a limiting factor in developing further use of the park.

Marketing objectives are set out in Chapter 6 and action plan for delivering these objectives is included in Chapter 7. The costs of implementing the action plan are a capital input of £18,000 during the implementation phase of the project with a continuing net revenue requirement beyond this of £3,500 per year.

¹ Full details of these are given in the Audience Development Plan

2. THE PROJECT

The scheme is described in detail in the proposals from Land Use Consultants and Dominique Perrault Architects and summarised in the accompanying Audience Development Plan. The Marketing Plan takes as its starting point the changes and improvements which the scheme will deliver and the aspiration to maximise the opportunities which the scheme presents through audience development, interpretation and education. Facilities and activities which the restored park will offer are

- Formal gardens and walks including a number of restored historic features
- Priory Pond – a popular visitor attraction with wildfowl
- A maritime themed playground with a water feature and sensory garden
- Grass football and cricket pitches
- A teenage zone which will include a multi use games area [MUGA], a street circuit for skateboards, in line skating and BMX's and a shelter.
- A croquet pitch and petanque area
- 4 all weather surface tennis courts
- Café/ Pavilion which will include a display area with information about the park
- Extensive grassed and wooded areas

Among other developments will be

- Extensive interpretation of the park through in situ boards
- Three discovery trails with colour guides – Landscape Heritage Trail, Nature Trail, Children's Discovery Trail
- A programme of activities and events which may range from a series of music concerts to a nature club for children to local community festivals

The Marketing Plan has to offer support to all of these facilities and activities which will attract a broad cross section of users. Some facilities/ activities will have a wide general appeal but others will be highly specific to particular user groups.

From a marketing perspective, the following elements of the scheme and the development plans which accompany it are significant:

- The substantial regeneration of the park through the upgrading of the landscape and introduction of new facilities
- The opportunity to create awareness of the heritage interest of the site
- The direct opportunities presented by new facilities to attract older users through the restoration of formal gardens, the interpretation programme and the introduction of a café; young people through the creation of a 'teenage zone' with enhanced facilities and families with children through the creation of new exciting play facilities

- The demand for marketing which will be created through the introduction of new activities and events
- The need to reverse negative perceptions of the existing park and communicate the scale of change which will take place in the park and its management
- The need to communicate with users across a wide catchment area both in and beyond Reigate and Banstead
- The importance of engaging local volunteer assistance in delivering the development aspects of the scheme

3. EXISTING VISITOR PROFILE, LEVELS OF AWARENESS AND MARKETING TOOLS

3.1 Visitor Profile

The catchment of Priory Park is well defined in a 6 mile radius around the park stretching outside the borough from Dorking in the west to Caterham in the east. 80% of users come from within the borough of Reigate and Banstead and the population characteristics of the borough and the catchment are very similar.

Reigate and Banstead is a comparatively well off, stable community with good employment and high levels of educational attainment [24.6% with first degree or higher]. The borough unemployment level in June 2005 was 0.8%. The population is predominantly white British and has high levels of home ownership [76.8%] and car ownership [85% of households]. 53% of borough households have internet access. There are no specific issues arising from the population profile of the catchment which require attention in the Marketing Plan.

Key statistics about the park's visitors are set out below

- 46% of users come from outside Reigate
- 20% come from outside Reigate and Banstead District.

Annual Usage

Type	Number
General users	171,000
Events/ Activities	14,500
Sports	4,500
Total	190,000

Source- Audience Development Plan

This does not include up to 324,000 visits per year from children and parents from Reigate Priory School which is located in the park.

Age of users

Age	%
Under 11	7.9
11 to 18	12.5
19 to 25	10.3
26 to 45	51.0
46 to 65	12.5
65+	5.8

- 54% of users are female/ 47.6% of users are male
- 47.6 % of visitors drive to the park/ 40.9% walk

Most visited parts of the park

Area	% of users visiting
Open grass	62.4
Lake	53.2
Playground	48.8
Cafe	27.3
Woods	23.4

Activities which take place in the park are those normally associated with a large town park ranging from visiting the playground and feeding the ducks on the lake to competitive football, walking and picnicking. In the audience development survey when asked to identify a statement ‘which best sums up what is most attractive to you about Priory Park’ the percentage responses were as follows

It’s a green haven away from traffic and built-up areas	28.4
The park provides a safe place for children to play	27.0
The wide range of things to do in the park	15.2
It’s a good place for outdoor sport and recreation	10.0
The natural setting and wildlife of the park	9.0
It’s a good place for walking	6.6
The excellent facilities for users in the park	2.8
The historical interest of the park	0.5
The events in the park	0.5

When asked an open question about what they most wanted to preserve or improve in the existing park, responses were predominantly about the natural areas of the park. When asked what changes would attract more users, the café, children’s facilities and improvements to the lake area were the most popular choices.

3.2 Awareness and Non Usage

The park is highly valued and well known even among non users. In an audience development survey, 95% of non users were able to correctly identify the park’s location and had a good level of knowledge of park facilities.

Non usage was not strongly linked either to lack of awareness of the park or to specific negative factors relating to the park’s facilities although respondents did make a significant

number of references to security and anti social behaviour, inadequate parking and lack of information. 39.8% of non users gave reasons such as not enough time, not interested in parks, no reason or need to. “I use another park closer to home” was chosen as a reason for non use by 13.9% and “location not convenient /difficult to get to” by 10.2%. The most frequently given reason directly relating to the park itself was “lack of facilities” [8.3%].

3.3 Marketing Tools

The Council produces no written materials promoting its parks. Information for prospective users is confined to the council’s website www.reigate-banstead.gov.uk. A search through ‘Environment’ and ‘Parks and Playgrounds’ leads to a Directory of Parks which has the following entry:

Priory Park

Location: Bell Street Reigate

Facilities: Park of historic interest with lakes, tennis courts, football pitches, multisport courts, skatepark, playground, picnic area, toilets, parking.

Parks pages also include links to information about the progress and development of the new scheme and the Council’s application to the HLF. Although these are well presented pages which will be of value during the transitional phase of the project in promoting the renewal of the park and its relaunch, longer term the Council needs to be developing separate permanent web pages which promote the park and provide a high level of visitor information. It is noticeable that when accessing information on the Council website about days out in and around Reigate and Banstead, no mention is made of Priory Park.

A general search of the internet shows a number of results for sites called Priory Park elsewhere in the country and references to the Council’s news pages which are tracking progress of the scheme.

There is signing to the park from the town centre but little information outside the park or near entrances relating to its facilities and attractions. Visitors have to enter the park before having access to this information.

4. MARKET POSITION AND IDENTITY

4.1 Market Position

The visitor profile of the park and the comments recorded in surveys show quite clearly that Priory Park has a pre-eminent position in the Reigate and Banstead parks hierarchy attracting regular users from all over the borough and beyond. This position of importance is underlined in the Parks and Open Space Strategy 2004-2007 which recognises Priory Park as the only park in the borough with the capacity to be designated as a regional park and estimates that Priory Park accounts for 36.6% of all parks usage in the borough. The next most used park is Earlswood Common with 7.3% of total usage. Implementation of the scheme will mean that the park clearly meets the criteria for designation as a regional park.

Reigate’s central geographical location in the borough, almost equidistant from Banstead in the north and Horley in the south, and its proximity to Redhill, only 10 minutes drive away and which has the highest population of any town in the borough, helps Priory Park to fulfil a strategic role. In terms of its size, facilities and quality of provision, Priory Park is undoubtedly the flagship park of Reigate and Banstead. This strategic dominance will be even more emphatic when the scheme has been implemented.

Looking beyond the borough's borders, research has shown that Reigate also attracts users from its neighbouring Surrey Districts of Mole Valley, Tandridge and Epsom and Ewell. In particular towns such as Caterham, Coulsdon, and Dorking provide significant numbers of users.

There are no equivalent public parks of the size, range of landscape and level of facilities within the six mile catchment area. Within the borough there are sites with a more significant natural heritage such as Reigate Heath and Banstead Woods. There are also other sites of some historic interest such as Reigate Castle Grounds but a Priory Park with its restored historic landscape features will be the most significant public park of historic interest within the catchment.

The nearest comparable public open spaces, which are both near the outside edge of the six mile main catchment of Priory Park, are

Tilgate Forest Park, Crawley – on the edge of the southern boundary of the six mile catchment, Tilgate Forest Park is a major recreational park managed by the Forestry Commission with 160 hectares of forest and lakes with water sports facilities. A nature centre with a collection of rare breed animals and its own formal education programme provides a significant visitor attraction.

Master Park, Oxted – a private park managed by a trust but essentially operating as a public town park. Master Park has a playground, sports pitches, tennis courts and large open grassed areas. Whilst it a much loved local facility it does not have the character or historical associations of Priory Park.

Neither of these is regarded as directly competing with Priory Park. Tilgate Forest Park offers a very different kind of experience focused strongly on natural history / conservation whilst Master Park does not have a strong enough appeal or the facilities to compete with Priory Park on a regional basis.

There are many other parks and gardens within the catchment and throughout Surrey of far greater historic interest than Priory Park. The most significant among these are

Clandon Park – 18th century National Trust house and gardens near Guildford

Gatton Park – Capability Brown landscape with a number of 20th century formal gardens. North of Reigate. Open only one day per month.

Loseley Park – Elizabethan house with formal gardens recently restored.

Painshill Park – renowned 18th century landscape and gardens near Cobham in Surrey

Polesden Lacey – 1820's National Trust house and gardens near Dorking.

Titsey Place and Gardens – historic house with 19th century landscape and gardens near Oxted in Surrey

However, all of these have limited access and admission is by payment. With these constraints, they cannot be regarded as directly competing with Priory Park.

4.2 Identity

The park offers a sufficiently diverse range of activities and facilities for individual user segments to have very different views of the park's identity. It is to different users

- A sports venue
- A natural area with an important nature conservation role
- A concert venue with a capacity of up to 7,000 for summer music festival events
- A teenage social gathering place
- A children's play area
- A place for relaxation
- A place for exercise
- An historic place
- A place for education

Like many town parks, Priory Park fulfils all of these and other roles. Individual users may have a multi dimensional view of the park or may regard it solely in terms of its sports pitches or children's provision. In seeking to define an identity for the park and to develop future use, both the diversity of the park and its specific appeal to individual market segments needs to be taken into account

In the context of its user base, its facilities and other similar provision which is available to its users, the key defining characteristics of Priory Park's current market position are

- A park of regional significance
- A catchment which stretches well beyond Reigate in a 6 mile radius
- A public park with free access at all times
- A wide range of facilities providing attractions to all age ranges
- Specific facilities [children's play/ teenage zone] providing for particular user groups
- A sports venue
- A venue for major performance events
- A highly valued natural area

All of these will be enhanced by the proposed scheme but it will also emphasise two further dimensions of the park which are not currently fully expressed

- A park of historic interest - linked to the historic restorations and interpretation programme
- A centre of community activity – linked to the further development of the park for activities and events

The Marketing Plan needs to ensure that those aspects of the park's identity which are introduced or reinforced by the scheme are fully communicated to potential users.

5. MARKETING ISSUES

Priory Park is not at present actively marketed although its wide catchment and the high level of awareness shown by non users suggest that, even without a marketing plan, the vast majority of potential users know about the park and what it has to offer. The current financial base of the park does not depend heavily on income generation and its most significant income source is the stable income from hire of sports pitches. As such, whether or not the park is well used, and who uses it, does not have much of an impact on the

business performance of the park. There is, therefore, no current pressure or incentive to market Priory Park.

Implementation of the scheme will change this. Firstly, because the level of investment in the park demands that its new and improved facilities should be well used. Secondly, because with the introduction of the indoor café, an increase in the level of activities and events and a desire to ensure that there is a renewed awareness of the park as an historic place, there is a major task to be undertaken in communicating information about these changes and the new attractions to ensure that they are well supported.

Within this context, and in the context of the aims of the Audience Development and Interpretation Plans, there are a number of issues which the Marketing Plan needs to address.

Key Messages

The analyses in Chapters 3 and 4 above show that the existing usage profile of the park is complex and that the importance placed on its different attributes varies considerably between users. The most highly rated attractions of the park in the audience development survey were in order

- A green haven away from traffic and built-up areas
- Provides a safe place for children to play
- Wide range of things to do in the park

The most lowly rated were

- The excellent facilities for users in the park
- The historical interest of the park
- The events in the park

These are now three of the most important elements of the proposed scheme and the Marketing Plan has to ensure that this message is clearly communicated. The aim should be to raise the future rating of these attributes in order to reflect the priorities of the scheme.

The key messages relating to the marketing of the new park will need to take these changes on board whilst reaching out to a number of audiences and covering all aspects of the park's provision. These key messages will be

- New/ changed/ improved
- Historic place
- Formal gardens
- Natural haven – wide outdoor spaces/ woods
- Lots to do – activities/ events
- Provision for children/ teenagers
- Good visitor facilities – café/ interpretation etc.
- Great for sport and exercise

In using these messages to present and establish a future identity for the park, it is difficult to assess the benefits of trying to pull all of its many dimensions together under a single banner – ‘A park for everyone’ -, to focus on one main key theme – ‘An historic park’ – or to mix the two - ‘An historic park with something for everyone’. It is arguable whether it is useful to attempt to create a ‘branded’ identity at all given the diversity of perceptions of the park and the audiences to which it wishes to appeal. There are dangers in both being too specific

and being too general. This is an issue that requires further reflection as the scheme develops.

Changing perceptions

It is important in relaunching the park that users are reassured that the Council has dealt with issues which they have raised in the consultation process relating to negative perceptions of the park. It is important to establish that the day to day management of the park will improve and issues such as opening of toilets and litter clearance will have much higher performance standards. It is equally important to reassure users that anti social behaviour will reduce and should no longer be a deterrent to enjoyable use of the park.

Developing a heritage audience

The Marketing Plan must firmly establish the identity of Priory Park as a historic park and communicate the importance to the scheme of the historic restoration of park features and the introduction of an interpretation programme. Current recognition of the importance of the park as a historic place is low and the proposed awareness campaign and relaunch will create ideal opportunities to promote heritage aspects of the park.

Promoting activities and events

Both the Audience Development Plan and the Interpretation Plan include programmes of events and activities as part of their delivery process. These will fulfil the aspirations of both users and non users to see the park more actively used and to offer more for visitors to do. Lack of information about what is happening in the park was identified in surveys as a failing in the current management of the park. It is important to the success of activities and events that they are well promoted.

Supporting income generating activities

The success of the café is important to the Business Plan and to the Audience Development Plan. The café will require a specific marketing strategy of its own to ensure that it establishes itself as an attraction in its own right within the park. Although this will mainly be the responsibility of the café operator, the café should also be included in general promotional materials and on the proposed website.

The proposed introduction of charges for tennis, croquet and petanque means that these will also require some specifically targeted promotion.

Working within the whole catchment

It is not a specific aim of the scheme to attempt to broaden the existing catchment of the park although this may well be a by product of the improvements which are made. Marketing resources will be directed primarily at increasing levels of use from within the existing catchment. This will both make the best use of limited marketing resources and discourage long and environmentally unfriendly car journeys to visit the park.

However, the visitor profile does include a large number of users from outside Reigate and from outside Reigate and Banstead District. The marketing plan needs to take their requirements and their potential to provide new visitors into account as much as areas immediately surrounding Reigate. Dissemination of information and use of press coverage need to ensure that outlets throughout the District and, where appropriate, in neighbouring boroughs are fully used.

Targeting specific groups

The two groups which have been identified as demanding special attention in the initial Marketing Plan are new users [or returning 'lost' users] who will be an essential part of increasing general levels of usage, and over 45 users who are currently an under represented group.

However, consideration will still need to be given to the best way to communicate with and promote the park to more mainstream groups such as teenagers and parents with young children as well as ensuring that disability groups, for example, also feel included. Arranging leaflets and the website by interest groups, choosing a wide range of user images, ensuring that distribution of information reaches specific groups – e.g. distributing to youth centres, playgroups, care centres and disability groups - will allow a number of specific groups to identify with the park.

From time to time it may be appropriate to run particular campaigns directed at specific groups to coincide either with other borough wide or national initiatives directed at those groups or to support park events and activities which are primarily for those groups.

It is important that the balance of use is monitored in order to identify any changes in representation of groups who may need more specific targeting in future marketing plans.

Making everyone welcome

Although much of the Marketing Plan focuses on specifics, it should not lose sight of the park's role as an open and accessible public space to which everyone in the catchment is a potential visitor. General broad based promotion is as important as more targeted campaigns

Community engagement

The future development of the park envisages the need to recruit partners and volunteers to help in developing and implementing activities and events. The park will be required to promote the attractions of volunteering and use opportunities to develop community support. Its relationship with its users, partners, community organisations and volunteers will play a significant part in enhancing public perceptions of the park. An accessible and responsive management style will make a positive contribution to promoting the park as a community asset.

6. MARKETING OBJECTIVES

6.1 Project Aims

The Council's Vision for the project is

“to achieve a balance of conserving and restoring the features, spirit and the coherence of the mature 18th century park; while enhancing its wildlife value, bringing new life to the Victorian/Edwardian gardens and other historic features and integrating high quality public recreational facilities and the function of the School and the Museum within the Priory and its landscape setting”.

The management aims for the project, as set out in the Management and Maintenance Plan are

1. Positively welcome people into the park, in terms of both physical and social access.
2. Ensure a healthy, safe and secure experience for park users.
3. Provide a well-maintained and clean park- maintaining the landscape, buildings and infrastructure of the park to consistently high standards.
4. Improve the environmental quality and sustainability of practices carried out in the park.
5. Maintain the restored historic landscape character and increase awareness and understanding of the Park's heritage.
6. Provide opportunities to increase community use and involvement, particularly through events, education, interpretation and building partnerships.
7. Ensure effective promotion of the park as a community resource.
8. Ensure all those involved in the management and maintenance of the Park effectively use the Management Plan as a working document.

6.2 Marketing Objectives

The Marketing Plan contributes to the achievement of the project's aims by

- Increasing awareness of the Park's heritage
- Encouraging community use and involvement
- Effectively promoting the park as a community resource

The Plan's most direct contribution is to Management Aim 7 Ensure effective promotion of the park as a community resource.

The marketing objectives which have been set to meet this aim are

Objective 1 Ensure that users and potential users within the catchment area are kept fully informed of the developments at Priory Park during the implementation of the scheme [*Issue – key messages; changing perceptions; working within the whole catchment*]

Objective 2 Prepare and execute a launch programme which will draw wide public attention to the renewed park and what it offers in which new facilities will have a high profile [*Issue – key messages;*]

Objective 3 Fully promote the heritage aspects of the park [*Issue –developing a heritage audience*]

Objective 4 Maximise future usage of the park [*Issue – making everyone welcome; working within the whole catchment*]

Objective 5 Attract a wide range of users and, in particular, increase the number of new users and users over 45 [*Issue – making everyone welcome; targeting specific groups*]

Objective 6 Provide appropriate marketing support to activities and events in order to maximise their attendance levels [*Issue - promoting activities and events; supporting income generating activities*]

Objective 7 Reinforce perceptions of the park as a safe, pleasant and well managed place to visit [*Issue – changing perceptions*]

Objective 8 Develop community support for the park [*Issue – community engagement*]

6.4 Targets

The Marketing Plan has no specific targets of its own as its relevant targets in terms of increasing and diversifying usage are already contained within the Audience Development and Interpretation and Education Plans and financial targets in terms of generating income are contained in the Business Plan. As implementation of the plan progresses it may be appropriate to set some marketing specific targets such as the number of distribution points secured or the level of press coverage achieved in a year. Given that there is no track record of marketing the park, these targets are best set after the Marketing Plan has been further developed.

7. ACTION PLAN

The action plan below sets out the specific tasks which will need to be undertaken and targets to be achieved in order to deliver the objectives and targets in Chapter 6 above.

MARKETING ACTION PLAN

Ref.	Objective/ Target	Construction Phase [2007]	Action Operating Year 1 [2008]	Action Operating Year 2 [2009]	Action Operating Year 3 [2010]
I.	Ensure that users and potential users within the catchment area are kept fully informed of the developments at Priory Park during the implementation of the scheme	<p>Develop the existing web access to give a full background to the scheme and to feed in news stories about the construction.</p> <p>Develop a separate Priory Park section on the Council's website</p> <p>Exhibition about restoration in shopping centres and libraries around the borough</p> <p>Open days to see restoration in action with advisers/ guides on hand</p> <p>Develop awareness plan to run throughout the construction period [See Appendix I]</p>			

Ref.	Objective/ Target	Construction Phase [2007]	Action Operating Year 1 [2008]	Action Operating Year 2 [2009]	Action Operating Year 3 [2010]
2.	Prepare and execute a launch programme which will draw wide public attention to the renewed park and what it offers in which new facilities will have a high profile.	Plan and organise launch activities Engage Friends, local community groups and schools with the process Seek sponsorship for launch activities See Appendix I for options for developing a launch programme	Deliver main launch events (Spring)		

Ref.	Objective/ Target	Construction Phase [2007]	Action Operating Year 1 [2008]	Action Operating Year 2 [2009]	Action Operating Year 3 [2010]
3.	Fully promote the heritage aspects of the park	<p>Ensure that heritage has a high profile in awareness plan and launch [See Appendix 1]</p> <p>Press – aim for monthly editorial built around archaeological discoveries, history of the park and Priory, future plans for the park, preparations for relaunch, reminiscence projects etc</p>	<p>Use of heritage images [restored and natural features] on website and in marketing materials.</p> <p>Build links with other landscape and natural heritage sites within and near the catchment for distribution of information about the park.</p> <p>Negotiate with local heritage organisations for references in their newsletters / websites – the Reigate Priory Museum website and the Reigate Society newsletter for example</p> <p>Include the museum in promotional materials as part of the heritage ‘package’</p> <p>Mount special exhibitions in the Welcome Space relating to heritage aspects of the park</p> <p>Widely advertise within the park the availability of</p>	Review and forward plan	Review and forward plan

			<p>heritage guides to the park [Landscape Heritage Trail, Nature Trail and Children’s Discovery Trail] and ensure that they are prominently displayed at the pavilion in the café and welcome space</p> <p>Negotiate with the Museum to distribute park guides</p>		
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Ref.	Objective/ Target	Construction Phase [2007]	Action Operating Year 1 [2008]	Action Operating Year 2 [2009]	Action Operating Year 3 [2010]
4.	Maximise future usage of the park	<p>Commission and prepare new leaflet for general distribution – A4 full colour folded to DL</p> <p>Create catchment wide distribution network for future materials including council offices, libraries, sports centres, local businesses etc.</p> <p>Ensure that specific target groups are covered by distribution network – youth clubs, schools, care homes, play groups, older persons groups etc.</p> <p>Negotiate with Morrisons for promotional space in the store/ car park</p> <p>Ensure that information about the park is visible to external passers by</p>	<p>Review leaflet take up and develop top up system for distribution outlets</p> <p>Review and reprint leaflet as necessary</p> <p>Continue regular press coverage</p> <p>Develop mailing lists and e-mailing lists including group specific lists</p> <p>Introduce web newsletter</p>	Review and forward plan	Review and forward plan

Ref.	Objective/ Target	Construction Phase [2007]	Action Operating Year 1 [2008]	Action Operating Year 2 [2009]	Action Operating Year 3 [2010]
5.	Attract a wide range of users and, in particular, increase the number of new users and users over 45	<p>Carry out additional market research/ market testing as necessary to further identify how best to reach non users, users over 45 and other identified target groups</p> <p>Ensure that café operator includes effective café launch campaign as part of proposals</p> <p>Outreach visits to local organisations for older users, young people and children</p> <p>Promotion of the park as a place to exercise</p>	<p>Develop format and mechanism for conducting annual survey of users</p> <p>Review annual survey results to identify under representation of specific user groups and develop remedial action plans to ensure that the park attracts a broad user base.</p>	Review and forward plan	Review and forward plan

Ref.	Objective/ Target	Construction Phase [2007]	Action Operating Year 1 [2008]	Action Operating Year 2 [2009]	Action Operating Year 3 [2010]
6.	Provide appropriate marketing support to activities and events in order to maximise their attendances	<p>Develop specific targeted promotional plans for sports activities – in particular the introduction of the booking/ payment system for tennis.</p> <p>Install notices at tennis courts, croquet lawn and petanque area giving information about usage arrangements</p>	<p>Ensure that marketing is included as part of the plan for each activity/ event</p> <p>Advertise all activities and events on website</p> <p>Use the e-mailing and mailing lists to promote individual events</p> <p>Use welcome space as a major promotional area</p> <p>Use temporary advertising boards at main entrances to park to promote specific activities and events</p>		

Ref.	Objective/ Target	Construction Phase [2007]	Action Operating Year 1 [2008]	Action Operating Year 2 [2009]	Action Operating Year 3 [2010]
7.	Reinforce perceptions of the park as a safe, pleasant and well managed place to visit	<p>Ensure that police presence and management change have high profile in awareness and launch campaigns</p> <p>Draw attention to these attributes in leaflet and other promotional materials e.g. maintained by a team of specialist horticultural staff</p> <p>Run press story on Community Police Service</p>	Seek Green Flag Award as public recognition of the high standards of management		

Ref.	Objective/ Target	Construction Phase [2007]	Action Operating Year 1 [2008]	Action Operating Year 2 [2009]	Action Operating Year 3 [2010]
8.	Develop community support for the park	Organise partners and volunteers reception	<p>Advertise Friends meetings and volunteer drives on park notice boards and in pavilion</p> <p>Run volunteer related stories in press on website and in council publications</p> <p>Ensure good media coverage of community related stories and events</p> <p>Develop concept of annual open day – meet the staff/ behind the scenes etc.</p> <p>Park Manager to hold 4 advertised drop in open forums a year for park users</p> <p>Introduce feedback form for users in welcome space/ cafe</p>	<p>1st annual open day</p> <p>Review and forward plan</p>	Review and forward plan

8. IMPLEMENTATION

The current management of the park does not include any marketing skills or resources and the Council itself does not have its own marketing unit. Whilst it is not suggested that a complete marketing solution be provided within the Council solely to support Priory Park there must be some internal informed leadership of the Marketing Plan which can be supplemented by the buying in of external skills as necessary.

This issue is addressed in the accompanying Management and Maintenance Plan which recommends that the new post of Park Manager should include responsibility for implementing the Marketing Plan.

Implementation will also depend on the allocation of appropriate resources and these requirements are set out below.

9. FINANCIAL IMPLICATIONS

Implementation of the recommendations in the action plan will not be achieved through the Council's current allocation of resources. Some additional financial input will be required. This is set out by financial years below.

2006/07 [Implementation Year 1]

Nil

2007/08 [Implementation Year 2]

Capital - £18,000

Awareness events - £3,000

Launch - £12,000

Artwork and 10,000 print run of general leaflet - 4 colour A4 folded to DL - £3,000

2008/09 [Operating Year 1] and continuing

Revenue Expenditure - £4,500

Printed materials - £2,500

Other Marketing Activities [including advertising] - £2,000

Revenue Income - £1,000

Sponsorship - £1,000

[Marketing for activities and events to be costed separately within their individual budgets]

APPENDIX I AWARENESS AND LAUNCH EVENTS

The Marketing Plan recommends that a strong emphasis is placed on creating a high level of awareness of changes to the park during its construction phase and a major relaunch of the park on completion of the works. Events and activities which could be used to support these aims are set out below

Awareness

1. Regular contact with local press to feed progress reports and stories connected with the works which could include

- Interviews with pavilion and landscape architects
- Reviving past press coverage in a regular Reminiscences of Priory Park column
- Running an appeal through the press [and council website] for old photos, artefacts connected with the park
- Stories about surviving workers from the estate
- A serialised history of the park or pen portraits of its main historical characters
- Archaeological discoveries
- Photographs of leading Councillors on site inspecting the works

2. Full use of the Council's website to feed in information about works in progress and appropriate selections from 1. above.

3. Creation of Priory Park's own website section with a full history of the Park and a guide to its main features

4. Conducted tours of the site

5. Information boards on works and progress during construction period at the site entrances

6. Display of proposals in Morrisons

7. Displays in shopping centres/ libraries across the borough. Discuss with Museum the possibility of including display/ information as part of their programme.

8. Inclusion of articles in Council publications – magazines, newsletters etc

9. Pre opening handouts in Reigate High Street for the Pavilion Café

10. Restoration newsletter for distribution in council premises and libraries

The Launch

The plan proposes that there should be a major relaunch of the park after the completion of the works and that in addition to the distribution of publicity materials, press coverage etc., there should be a special event or series of events to mark the “re-opening”. The ambition of the launch events is limited only by cost although this is something that could well be sponsored by local business. Their purpose is

- To create a memorable occasion for park users to enjoy
- To attract large numbers of users to the park
- To attract the maximum amount of publicity

- To deliver the Marketing Plan's key messages about the renewed park

The completion of works will be in December 2007/January 2008 which raises the issue of whether January 2008 is a good time for the kind of launch events envisaged. Many of the launch events would clearly benefit from better weather and a longer day than is likely in January. It is therefore suggested that a major launch takes place in April 2008 but that some 'marking' event takes place in early January 2008 perhaps a small civil ceremony and reception.

Ideas which could either be pursued as single events or combined into one major event to meet the aims of the launch could include:

A community run/ walk around the perimeter of the park – based on the tradition of beating the bounds

An historic pageant based on and recalling the pageants which took place in the park in the 1950's and were performed at night with dramatic lighting to thousands of spectators in specially erected stands on the football pitch area of the park This could involve all local schools.

A community play based around the Priory's history with large numbers of local participants

A special Priory 'behind the scenes' open evening

Music through the ages – Tudor, Baroque, Victorian and Modern concerts either on the same day or spread over separate days/ weeks. Venues could include the Holbein Hall, the Café and outdoor locations but could also be spread throughout the borough

A lecture series about the park

A Priory Park Fair with community stalls/ street performers/ face painting/ bouncy castle/ music / guided nature walks/ petanque and croquet come and try sessions / country craft demonstrations/ characters from the Priory's history in costume/ free tennis coaching clinic etc.

Sports tournaments and taster sessions to launch the new facilities

Fireworks