

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title:	Agenda																
Date:	Tuesday 8 December 2015																
Time:	5.00 pm																
Venue:	Conference Chamber West (F1R09) West Suffolk House Western Way Bury St Edmunds IP33 3YU																
Membership:	<p style="text-align: center;">Leader John Griffiths</p> <p style="text-align: center;">Deputy Leader Sara Mildmay-White</p> <table border="0"> <thead> <tr> <th style="text-align: left;"><u>Councillor</u></th> <th style="text-align: left;"><u>Portfolio</u></th> </tr> </thead> <tbody> <tr> <td>Robert Everitt</td> <td>Families and Communities</td> </tr> <tr> <td>Sara Mildmay-White</td> <td>Housing</td> </tr> <tr> <td>John Griffiths</td> <td>Leader</td> </tr> <tr> <td>Ian Houlder</td> <td>Resources and Performance</td> </tr> <tr> <td>Alaric Pugh</td> <td>Planning and Growth</td> </tr> <tr> <td>Jo Rayner</td> <td>Leisure and Culture</td> </tr> <tr> <td>Peter Stevens</td> <td>Operations</td> </tr> </tbody> </table>	<u>Councillor</u>	<u>Portfolio</u>	Robert Everitt	Families and Communities	Sara Mildmay-White	Housing	John Griffiths	Leader	Ian Houlder	Resources and Performance	Alaric Pugh	Planning and Growth	Jo Rayner	Leisure and Culture	Peter Stevens	Operations
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Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.																
Quorum:	Three Members																
Committee administrator:	Claire Skoyles SEBC Cabinet Officer/Committee Administrator Tel: 01284 757176 Email: claire.skoyles@westsuffolk.gov.uk																

Agenda

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Procedural Matters

1. Apologies for Absence

2. Minutes

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To confirm the minutes of the meetings held on 20 October 2015 and 27 October 2015 (Extraordinary Informal Joint with FHDC Cabinet)(copies attached).

Part 1 - Public

3. Open Forum

At each Cabinet meeting, up to 15 minutes shall be allocated for questions from and discussion with, non-Cabinet members. Members wishing to speak during this session should if possible, give notice in advance. Who speaks and for how long will be at the complete discretion of the person presiding.

4. Public Participation

Members of the public who live or work in the Borough are invited to put one question or statement of not more than three minutes duration relating to items to be discussed in Part 1 of the agenda only. If a question is asked and answered within three minutes, the person who asked the question may ask a supplementary question that arises from the reply.

A person who wishes to speak must register at least 15 minutes before the time the meeting is scheduled to start.

There is an overall time limit of 15 minutes for public speaking, which may be extended at the Chairman's discretion.

**5. Report of the Overview and Scrutiny Committee:
11 November 2015**

21 - 26

Report No: **CAB/SE/15/076**

Chairman: Diane Hind

Lead Officer: Christine Brain

**6. Recommendation of the Overview and Scrutiny
Committee: 11 November 2015 - Christmas Fayre Review**

27 - 56

Report No: **CAB/SE/15/077**

Cabinet Members:

Alaric Pugh and Robert Everitt

Lead Officer: Andrea Mayley

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<p>7. Recommendations of the Overview and Scrutiny Committee: 11 November 2015: Car Parking Task and Finish Review Group – Final Report</p> <p>Report No: CAB/SE/15/078 Cabinet Member: Peter Stevens Lead Officers: Mark Walsh and Darren Dixon</p>	57 - 94
<p>8. Report of the Performance and Audit Scrutiny Committee: 25 November 2015</p> <p>Report No: CAB/SE/15/079 Chairman: Sarah Broughton Lead Officer: Christine Brain</p>	95 - 102
<p>9. Review of Cabinet Area Working Parties</p> <p>Report No: CAB/SE/15/080 Cabinet Member: John Griffiths Lead Officer: Alex Wilson</p>	103 - 112
<p>10. Recommendations from the Grant Working Party: 16 November 2015 - Consideration of Community Chest Funding 2016/2017</p> <p>Report No: CAB/SE/15/081 Cabinet Member: Robert Everitt Lead Officer: Davina Howes</p>	113 - 120
<p>11. Recommendations from the Sustainable Development Working Party: 18 November 2015</p> <p>Report No: CAB/SE/15/082 Cabinet Member: Alaric Pugh Lead Officer: Steven Wood</p> <p>(a) Land East of Barrow Hill, Barrow: Development Brief</p> <p>(b) Development Brief for Allocated Housing Development Site at Erskine Lodge, Great Whelnetham</p> <p>(c) The Meadows, Wickhambrook: Development Brief</p>	121 - 128
<p>12. Decisions Plan: December 2015 to May 2016 (including Cabinet decisions expected on 24 November 2015)</p> <p>To consider the most recently published version of the Cabinet's Decisions Plan</p> <p>Report No: CAB/SE/15/083 Cabinet Member: John Griffiths Lead Officer: Ian Gallin</p>	129 - 148

13. Revenues Collection Performance and Write-Offs

149 - 152

Report No: **CAB/SE/15/084**

Cabinet Member: Ian Houlder Lead Officer: Joanne Howlett

14. Exclusion of Press and Public

To consider whether the press and public should be excluded during the consideration of the following items because it is likely, in view of the nature of the business to be transacted or the nature of the proceedings, that if members of the public were present during the items, there would be disclosure to them of exempt categories of information as prescribed in Part 1 of Schedule 12A of the Local Government Act 1972, and indicated against each item and, in all circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Part 2 - Exempt

15. Exempt Appendices: Revenues Collection Performance and Write-Offs (paras 1 and 2)

153 - 158

Exempt Appendices 1 and 2 to Report No: **CAB/SE/15/084**

Cabinet Member: Ian Houlder Lead Officer: Joanne Howlett

(These exempt appendices are to be considered in private under paragraphs 1 and 2 of Schedule 12A of the Local Government Act 1972, as they contain information relating to an individual and information which is likely to reveal the identity of an individual.)

(No representations have been received from members of the public regarding this item being held in private.)

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Minutes of a meeting of the **Cabinet** held on
Tuesday 20 October 2015 at **5.00 pm** in the **Conference Chamber West,**
West Suffolk House, Western Way, Bury St Edmunds IP33 3YU

Present: **Councillors**

Chairman John Griffiths (Leader of the Council) (in the Chair)

Vice Chairman Sara Mildmay-White (Deputy Leader)

Robert Everitt
Ian Houlder
Alaric Pugh

Joanna Rayner
Peter Stevens

By Invitation:

Sarah Broughton

(Chairman of the Performance and Audit
Scrutiny Committee)

In attendance:

Carol Bull
Susan Glossop
Diane Hind

David Nettleton
Clive Pollington

118. **Apologies for Absence**

No apologies for absence were received.

119. **Minutes**

The minutes of the meetings held on 1 September 2015 (informal joint meeting with Forest Heath District Council's Cabinet) and 8 September 2015 were confirmed as a correct record and signed by the Chairman.

120. **Open Forum**

No non-Cabinet Members in attendance wished to speak under this item.

121. **Public Participation**

No members of the public in attendance wished to speak under this item.

122. **Recognition of former Cabinet Members**

The Cabinet considered a narrative item which informed that former Councillors and Cabinet Members, Anne Gower and David Ray were not eligible to receive Long Service Awards at full Council on 22 September 2015. However, the Cabinet had previously informally considered that separate formal acknowledgement should be given by the Cabinet for Mrs Gower's and Mr Ray's contribution to the work of the Borough Council's executive through their roles as Portfolio Holders. Accordingly, the following motions were moved individually by the Leader, and duly carried.

(1) Anne Gower

RESOLVED:

That, in recognition of eight years of dedicated public service by Anne Gower as an elected Member of the Council for Haverhill North Ward, and in acknowledgement of her contribution to the work of the Borough Council, including her appointment as a Portfolio Holder from 2010 to 2015, and her service to the community and fulfilment of the duties and responsibilities of a Councillor, the Cabinet hereby record its thanks and deep appreciation.

(2) David Ray

RESOLVED:

That, in recognition of eleven years of dedicated public service by David Alan Ray as an elected Member of the Council for Barningham Ward, and in acknowledgement of his contribution to the work of the Borough Council, including his appointment as a Portfolio Holder from 2007 to 2015, and his service to the community and fulfilment of the duties and responsibilities of a Councillor, the Cabinet hereby record its thanks and deep appreciation.

On the individual approval of each resolution, the Leader presented former Councillor Ray with a framed copy of his specific resolution. As former Councillor Gower was unfortunately unable to attend the meeting, a framed copy of her resolution would be forwarded to her accordingly.

123. **Report of the Anglia Revenues and Benefits Partnership Joint Committee: 17 September 2015**

The Cabinet received and noted Report No: CAB/SE/15/060 (previously circulated) which provided an outline of issues discussed by the Anglia Revenues and Benefits Partnership Joint Committee at its meeting held on 17 September 2015.

On 17 September 2015, the Anglia Revenues and Benefits Partnership Joint Committee considered the following substantive items of business:

- (1) Performance Report;
- (2) Moving to a Single Member Joint Committee;
- (3) Welfare Reform Update;
- (4) Enforcement Agency Update; and
- (5) Forthcoming Issues.

Councillor Ian Houlder, Portfolio Holder for Resources and Performance drew relevant issues to the attention of the Cabinet, including that the Joint Committee had recommended to the Partnering Authorities that the Joint Committee should move to comprising a single Member and two substitutes per authority, with the option for one of the substitutes to attend and take part in debate (but not vote).

On 28 May 2015, during consideration of the 'Annual Review of Cabinet Working Parties, Joint Committees/Panels and Other Groups: 2015/2016' report (Report No: CAB/SE/15/032 refers), the Cabinet had resolved that:

'...the potential requirement to only have one full Member representative from each of the Councils represented on the Anglia Revenues and Benefits Partnership Joint Committee, as set out in Section 1.5.2 of Report No: CAB/SE/15/032, be noted. Any required changes to the Council's representation on the Joint Committee be delegated to the Service Manager (Legal) and the Leader of the Council to action accordingly.'

As delegated authority had already been granted to make changes to the Council's representation on the Joint Committee, there was no requirement to seek separate approval of the recommendation provided by the Joint Committee. The equivalent had also been resolved by Forest Heath District Council's (FHDC) Cabinet on 2 June 2015 and therefore action would be taken to implement the changes to the membership from the Borough Council and FHDC before the Joint Committee's next meeting in December 2015, in accordance with the resolution provided above.

**124. Report of the Performance and Audit Scrutiny Committee:
23 September 2015**

The Cabinet received and noted Report No: CAB/SE/15/061 (previously circulated), which informed the Cabinet of the following items discussed by the Performance and Audit Scrutiny Committee on 23 September 2015:

- (1) Ernst and Young – Presentation of 2014/2015 ISA 260 Annual Results Report to those Charged with Governance;
- (2) West Suffolk Annual Governance Statement 2014/2015;
- (3) 2014/2015 Annual Statement of Accounts;
- (4) Delivering a Sustainable Budget 2016/2017; and
- (5) Work Programme Update.

Councillor Sarah Broughton, Chairman of the Performance and Audit Scrutiny Committee, drew relevant issues to the attention of the Cabinet including that a separate report was included on this Cabinet agenda in respect of Item (4) above.

The Cabinet particularly noted that no significant governance issues had been raised which had resulted in the successful completion of the West Suffolk Annual Governance Statement 2014/2015. In addition, no significant issues had been identified during the completion of the 2014/2015 Annual Statement of Accounts. Both sets of documentation had therefore been approved by the Committee.

125. **Recommendations from the Performance and Audit Scrutiny Committee - 23 September 2015: Delivering a Sustainable Budget 2016/2017**

The Cabinet considered Report No: CAB/SE/15/062 (previously circulated) which sought approval for proposals to assist with the securing of a balanced budget for 2016/2017.

Councillor Ian Houlder, Portfolio Holder for Resources and Performance, drew relevant issues to the attention of the Cabinet including that a number of budget saving proposals had been considered by the Performance and Audit Scrutiny Committee, as set out in Section 5 and Table 2 at paragraph 5.1 of Report No: PAS/SE/15/026. Councillor Houlder drew attention to the proposals in the table and also the proposals for continuing the current scheme of gradually phasing out the Local Council Tax Support Grant by April 2017, and the continuation of the Rural Initiative Grant Scheme for the four-year period 2016-2020, through the reallocation of the underspend of monies previously allocated to the Rural Action Plan.

Emphasis was placed on the current and future financial pressures and challenges facing St Edmundsbury, as set out in the Medium Term Financial Strategy 2014-2016, and how the Council needed to behave more commercially to assist with the handling of future budget constraints.

Councillor Sarah Broughton, Chairman of the Performance and Audit Scrutiny Committee, explained how the Committee had thoroughly scrutinised Report No: PAS/SE/15/026 and that like many other local councils, St Edmundsbury would need to make difficult financial decisions to secure a balanced budget for 2016/2017 and beyond.

RECOMMENDED TO COUNCIL:

That the proposals, as detailed in Section 5 and Table 2 at paragraph 5.1 of Report No: PAS/SE/15/026, be included in securing a balanced budget for 2016/2017.

126. **2016/2017 Budget Setting - Bury St Edmunds Bus Station Information Building**

The Cabinet considered Report No: CAB/SE/15/063 (previously circulated), which sought approval for a capital allocation for the reconfiguration of the bus station information building in Bury St Edmunds for investment purposes.

Councillor Robert Everitt, Portfolio Holder for Families and Communities, drew relevant issues to the attention of the Cabinet including a capital allocation of £39,500 had been requested to reconfigure the bus station information building into three separate areas: (i) café kiosk and waiting area; (ii) public toilets; and (iii) lettable space. This reconfiguration would have the potential to deliver a significant budget saving and generate an annual income from the café kiosk and lettable space.

Councillor Everitt provided further information on the reason for the project proposal, the benefits of investing to save and the financial assessment, further details of which, including existing and future potential costs and income, were contained in Exempt Appendix C.

The Cabinet considered an amended recommendation, as proposed by Councillor Everitt, which sought to clarify arrangements for finalising the reconfigured layout of the building. Members noted that this would be undertaken under existing officer delegated authority.

RESOLVED That:

- (1) having noted (2) below, a £39,500 capital investment, as detailed in Section 1 of Report No: CAB/SE/15/063, funded from 2015/16 capital invest to save budget, to reconfigure the bus station information building to release revenue savings and additional income be approved; and
- (2) the decision on the final layout, including the entrance to the public toilets, is based upon advice of the police and will be implemented under existing officer delegation.

127. **Enterprise Zones**

The Cabinet considered Report No: CAB/SE/15/064 (previously circulated), which presented details of two sites located in St Edmundsbury that had been included in bids to become Enterprise Zones (EZ).

Councillor Alaric Pugh, Portfolio Holder for Planning and Growth, drew relevant issues to the attention of the Cabinet including that Local Enterprise Partnerships (LEPs) had recently been invited by central Government to make an application into the latest Enterprise Zone bidding round. Within their bids, Greater Cambridge Greater Peterborough and New Anglia LEPs had included Haverhill Research Park and 14 hectares of land at Suffolk Business Park, Bury St Edmunds respectively.

The Cabinet noted the potential benefits and implications of a successful EZ status bid, particularly in relation to business rate growth.

Members agreed that should either of the bids be successful and in order to progress the issue swiftly, that full Council should be asked to delegate authority to pursue the next stages of the decision making process.

RESOLVED:

That it be noted at this time, Local Enterprise Partnerships (LEPs) are awaiting a decision by central Government regarding the award of Enterprise Zone status. The latest bidding round is once again a competitive process and Government will decide which applications are successful.

It has been made clear to both LEPs that, in the event that either of their applications are successful, that the sites submitted within St Edmundsbury will still require consideration by full Council.

RECOMMENDED TO COUNCIL:

That due to the potential financial implications of a successful Enterprise Zone bid, as detailed in Section 2 of Report No: CAB/SE/15/064, the S151 and Monitoring Officers be given delegated authority to pursue the Enterprise Zone discussions further in the event that either or both bids submitted by the Local Enterprise Partnerships are successful.

128. Transfer of Street Lighting Columns to Suffolk County Council

The Cabinet considered Report No: CAB/SE/15/065 (previously circulated), which sought approval for a capital allocation for the upgrading of transfer of street lighting assets to Suffolk County Council (SCC), which in turn would reduce annual revenue costs for the Borough Council.

Councillor Peter Stevens, Portfolio Holder for Operations, drew relevant issues to the attention of the Cabinet, including that a capital allocation of £1.81 million was sought to enable 3,027 St Edmundsbury Borough Council (SEBC) owned street lighting columns to be upgraded. 1,547 of them would be transferred to SCC Highway Authority and the remaining 1,481 would be retained by SEBC. For the reasons provided in the report, an annual saving of approximately £157,000 per annum on current maintenance and energy costs would be expected to be achieved as a result of the investment.

The Cabinet noted that there were a number of street lighting assets that were owned and operated by parish councils. These lights were not part of this proposal, however, should Cabinet and Council approval be given and the project progressed, officers would investigate if this approach could benefit parish councils.

RECOMMENDED TO COUNCIL:

- (1) the contents of Report No: CAB/SE/15/065 be noted; and**
- (2) £1,810,000 of non-allocated capital be allocated to upgrade 3,027 St Edmundsbury Borough Council (SEBC) owned street lighting assets to enable 1,547 of them to be transferred and adopted by the Suffolk County Council Highway Authority and to reduce the cost to power and maintain the 1,481 lighting assets retained by SEBC (reducing annual SEBC revenue expenditure by £156,500 per annum).**

129. Recommendations from the Grant Working Party - 16 September 2015: Community Chest Funding - Transitional Year (2015/2016)

The Cabinet considered Report No: CAB/SE/15/066 (previously circulated), which presented the recommendations of the Grant Working Party emanating from its meeting on 16 September 2015.

Councillor Robert Everitt, Portfolio Holder for Families and Communities, drew relevant issues to the attention of the Cabinet including that the Grant

Working Party had considered a number of applications for Community Chest funding in this 2015/2016 transitional year.

The Community Chest fund had only been established this year, therefore funding for existing Service Level Agreements (SLAs) totalling £199,770 had moved into the Community Chest. All previous agreements had been honoured and these would finish at the end of March 2016. As such the remaining Community Chest funds available for the 2015/2016 transitional phase amounted to £56,850.

Five applications totalling £44,728.50 had been presented to the Grant Working Party and following due consideration, recommendations for total funding of £32,902.50 had been put forward to the Cabinet for the reasons provided in the report.

RESOLVED:

That:

- (1) the allocation of Community Chest funding for 2015/2016, as detailed in Report No: GWP/SE/15/003, be approved, namely:
 - (a) Home Start: £5,000;
 - (b) Suffolk Accident and Rescue Service: £1,500;
 - (c) Suffolk West Citizens Advice Bureau: £17,500;
 - (d) Catch 22, Suffolk Positive Futures: £8,902.50; and
- (2) no Community Chest funding for 2015/2016 be awarded to Unit Twenty Three.

130. **Recommendations from the Sustainable Development Working Party: 8 October 2015**

The Cabinet considered Report No: CAB/SE/15/067 (previously circulated) which presented the recommendations of the Sustainable Development Working Party emanating from its meeting 8 October 2015.

On 8 October 2015, the Sustainable Development Working Party considered the following substantive items of business:

- (1) Hopton Village Hall Site and Sarson's Field: Development Brief; and
- (2) Park Farm, Ingham: Concept Statement.

Councillor Alaric Pugh, Portfolio Holder for Planning and Growth, drew relevant issues to the attention of the Cabinet, including that thorough consideration had been given to the two items outlined above at the meeting of the Sustainable Development Working Party.

Hopton was located in the Barningham Ward. Councillor Carol Bull, Ward Member for Barningham spoke in support of the Hopton Village Hall Site and Sarson's Field Development Brief, which she considered satisfactorily met the

future needs of the village. She commended the consultants acting on behalf of the landowner, on the level of community engagement and how the Development Brief had been suitably amended following the feedback from the consultation.

The Cabinet was satisfied that the Development Brief had been subject to a robust consultation process with exceptional community engagement and had broadly been prepared in accordance with the Vision 2031 Development Plan document, Core Strategy Development Plan Document and the Council's Protocol for Preparing Development Briefs.

The second recommendation, which sought approval for the draft Concept Statement for Park Farm, Ingham to go out to public consultation, was also accepted.

(a) **Hopton Development Brief**

RECOMMENDED TO COUNCIL:

That the draft Development Brief for the Hopton Village Hall Site and Sarson's Field, as contained in Appendix A to Report No: SDW/SE/15/012, be adopted as non-statutory planning guidance.

(b) **Draft Concept Statement: Park Farm, Ingham**

RESOLVED:

That the draft Concept Statement for Park Farm, Ingham, as contained in Appendix 1 to Report SDW/SE/15/013, be approved for public consultation.

131. **Review of Cabinet Area Working Parties**

The Cabinet received and noted a narrative item, which informed that informal consultation over the summer 2015 about the future of the Area Working Parties had identified the need for some further discussions with partners in respect of potential alternative arrangements. The matter was also discussed at the Parish Conference on 12 October 2015 which was after the publication of the Cabinet agenda. Accordingly, the matter would be deferred until the next ordinary meeting of Cabinet on 8 December 2015.

132. **Exemption to Contract Procedure Rules: Planning and Licensing IT Maintenance and Support Systems**

The Cabinet received and noted a narrative item which provided an exemption to the West Suffolk Contract Procedure Rules of the Constitution, relating to the renewal of the maintenance and system support contract for the Planning and Licensing IT systems.

Councillor Alaric Pugh, Portfolio Holder for Planning and Growth, drew relevant issues to the attention of the Cabinet.

The exemption, as set out in the agenda, was duly noted by the Cabinet.

133. Decisions Plan: October 2015 to May 2016

The Cabinet considered Report No: CAB/SE/15/068 (previously circulated), which was the Cabinet Decisions Plan covering the period October 2015 to May 2016.

Members took the opportunity to review the intended forthcoming decisions of the Cabinet; however, no further information or amendments were requested on this occasion.

134. Revenues Collection Performance and Write-Offs

The Cabinet considered Report No: CAB/SE/15/069 (previously circulated) which provided the collection data in respect of Council Tax and National Non-Domestic Rates and sought approval for the write-off of debts as contained in the Exempt Appendices.

Councillor Ian Houlder, Portfolio Holder for Resources and Performance, drew relevant issues to the attention of the Cabinet, including the current collection performance, as set out in Section 3 of the report.

He added that every attempt was made by the Anglia Revenues and Benefits Partnership (ARP) to recover outstanding debts. The relatively newly established ARP Enforcement Agency was so far performing well in the proactive collection of outstanding business rates and council tax. In addition, if debtors absconded and then were unexpectedly 'found', the debt would become written back on and action would be taken to recover the debt.

RESOLVED:

That the write-off of the amounts detailed in the exempt appendices to Report No: CAB/SE/15/069 be approved, as follows:

- (1) Exempt Appendix 1: Business Rates totalling £111,783.35
- (2) Exempt Appendix 2: Housing Benefit Overpayments £3,444.54

135. Exclusion of Press and Public

See minute 136 below.

136. Exempt Appendices: Revenues Collection Performance and Write-offs (paras 1 and 2)

The Cabinet considered Exempt Appendices 1 and 2 to Report No: CAB/SE/15/069 (previously circulated) under Agenda Item 17, however no reference was made to specific detail and therefore this item was not held in private session.

137. Exempt Appendix: 2016/17 Budget Setting - Bury St Edmunds Bus Station Information Building (para 3)

The Cabinet considered Exempt Appendix C to Report No: CAB/SE/15/063 (previously circulated) under Agenda Item 9, however no reference was made to specific detail and therefore this item was not held in private session.

The meeting concluded at 5.55 pm

Signed by:

Chairman

Extraordinary Informal Joint Cabinet



Notes of informal discussions of the SEBC/FHDC **Cabinets** held on
Tuesday 27 October 2015 at 5.00 pm in the **Council Chamber, District
Offices, College Heath Road, Mildenhall IP28 7EY**

Present: Councillors

Forest Heath District Council (FHDC)

James Waters (in the Chair for the informal discussions)

David Bowman Stephen Edwards
Robin Millar

In attendance: Simon Cole, Chairman of FHDC's Overview and Scrutiny Committee

Colin Noble

St Edmundsbury Borough Council (SEBC)

Robert Everitt Ian Houlder (present for part of the informal
John Griffiths discussions only)
Sara Mildmay-White

In attendance: Jeremy Farthing, Vice-Chairman of SEBC's Overview and Scrutiny Committee

Carol Bull Susan Glossop

By invitation: Duncan Johnson, Assistant Director of Corporate Property, Suffolk County Council

Prior to the formal meeting, informal discussions took place on the following substantive item:

- (1) Business Case to Establish a Housing Development Company

All Members of St Edmundsbury Borough Council's Cabinet had been invited to attend Forest Heath District Council's offices to enable joint informal discussions on the report to take place between the two authorities prior to seeking formal approval at their respective separate Cabinet meetings

immediately following the informal discussions.

The Leader of Forest Heath District Council welcomed all those present to the District Offices and the Interim Service Manager (Legal) advised on the format of the proceedings for the informal discussions and subsequent separate meetings of each authority.

Under their Constitutions, both Cabinets listed as standing agenda items: an Open Forum, which provided the opportunity for non-Cabinet Members to discuss issues with Cabinet, and also: public participation, which provided the opportunity for members of the public to speak. Therefore, as any matters arising from discussions held during these agenda items may have some bearing on the decisions taken during the separate formal meetings, non-Cabinet Members and members of the public were invited to put their questions/statements prior to the start of the joint informal discussions.

Members were also reminded that should discussion wish to be held on the specific content of the three exempt appendices during the informal discussions, general agreement would need to be sought to move into informal private session.

1. **Open Forum**

In addition to the information provided in Section 7 of the Cabinet report, SEBC Councillor Jeremy Farthing, Vice-Chairman of SEBC's Overview and Scrutiny (O&S) Committee provided further background on the discussions held jointly on 15 October 2015 with FHDC's Overview and Scrutiny Committee, which had led to an amendment to Recommendation (5) being put forward by both Committees.

Concern had been expressed by SEBC O&S Committee Members regarding:

- (a) the proposed governance arrangements for the Housing Development Company with particular reference to the proposed composition of the Board of Directors;
- (b) the proposed form of the company and whether this should be a company limited by shares, or whether alternative organisational structures had been fully considered; and
- (c) although acknowledged that it was likely due to circumstance, the majority of the four exemplar sites identified for the development of homes through the Company were located in the Forest Heath district.

FHDC Councillor Simon Cole, Chairman of FHDC's Overview and Scrutiny Committee, explained FHDC's O&S Committee Members' views on these concerns, including that other local authorities with housing companies elsewhere had adopted the proposed model of governance and were operating successfully.

2. **Public Participation**

No members of the public were in attendance.

3. **Business Case to Establish a Housing Development Company**

The Cabinets were presented with the business case for establishing a commercial company limited by shares for the purpose of developing housing for sale and private rent, and affordable rent and low-cost home ownership in line with the Councils' existing planning policies.

Councillor Sara Mildmay-White, SEBC Portfolio Holder for Housing and West Suffolk's Lead Member for Housing, drew relevant issues to the attention of both Cabinets, including that the company would be wholly-owned by Forest Heath District Council (25% of shares), St Edmundsbury Borough Council (25%) and Suffolk County Council (50%) and would provide revenue income to all Councils. She provided an overview of:

- (a) the strategic case, including that the establishment of the company would make a significant contribution to the West Suffolk Councils' three strategic priorities whilst generating a revenue income that would help address future revenue shortfalls such as significant reductions in central government grant funding;
- (b) the commercial and financial case, including the financial benefits for the Councils in establishing the company;
- (c) legal and governance implications; and
- (d) the background to the amendment to Recommendation (5), as proposed by the Overview and Scrutiny Committees, which suggested that paragraph 3.24, bullet point four should be reworded to remove reference to officers and that the additional directors would be independent individuals selected for their relevant expertise and experience.

The following appendices were attached to the report:

- | | |
|--------------------|---|
| Appendix A: | Full Business Case for the establishment of a Housing Development Company, which included the rationale for exploring and proposing the setting up of a company, as previously outlined in the adopted West Suffolk Housing Strategy 2015-2018; |
| Exempt Appendix B: | Site Appraisal Report (Headline Numbers), produced by appointed consultants, GVA Financial Consulting; |
| Exempt Appendix C: | First Ten Years' Estimated Profit and Loss based on the Four Exemplar Sites; |
| Exempt Appendix D: | Estimated Company Expenditure in its First Year; and |
| Appendix E: | Equalities Impact Assessment. |

Councillor Mildmay-White, together with the Head of Housing, then addressed the issues raised by Councillor Farthing, as outlined in Note (1) above:

- (a) Diagram 2, contained in paragraph 3.7 of Appendix A was explained in detail, including that the Board of Directors would operate the managerial aspects of the company on a day-to-day basis and was a key element of the reasoning behind the proposal not to have elected Members appointed to the Board, as provided in further detail in paragraphs 3.12 to 3.14.

The Head of HR, Legal and Democratic Services, and Duncan Johnson, Assistant Director of Corporate Property, Suffolk County Council were both invited to speak on this matter. Mr Johnson explained how these governance arrangements had been successfully implemented through other County Council-owned commercial companies and the benefits of the monitoring and scrutinising role of Members within the Shareholder Advisory Group. It was noted, however, that subject to Recommendation (5), as amended, being approved, councillors could apply to be an independent director on the Board if they felt they had the necessary skills and expertise.

- (b) The Housing Development Company would be an entirely commercial operation with the key purpose of generating a financial return for the Councils in a business-style framework. As a trading company, the Localism Act 2011 required the company to be either limited by shares or by guarantee. The former model of governance had been tried and tested by other local authorities and this model had also been recommended by the expert legal opinion sought. A company limited by guarantee structure tended to be used by organisations that sought to re-invest their surpluses back into the operation and such a structure would not enable the Councils as shareholders to decide how best to utilise the surpluses. In addition, companies limited by guarantee could not approach the commercial financial market for loans as easily as a company limited by shares.
- (c) It was advantageous to SEBC that FHDC and SCC already had land available for development, as identified by the four exemplar sites, but other sites located in St Edmundsbury would come forward for development in due course.

Further discussion was then held on the shareholding structure (50% SCC, 25% FHDC and 25% SEBC); the potential for borrowing from outside sources and the implications of that; and a proposed amendment to Recommendation (6) to request that the Chief Executive must act in consultation with West Suffolk's Lead Member for Housing or the Leader of Forest Heath District or St Edmundsbury Borough Council, as applicable, when nominating officers to act as FHDC's and SEBC's directors on the Board. This, together with the proposed amendment by the O&S Committees to Recommendation (5), were accepted by both Cabinets.

(FHDC Councillor Colin Noble arrived and SEBC Councillor Ian Houlder left during the consideration of this item.)

On the conclusion of the informal joint discussions at 6.06pm, the Chairman then formally opened the meeting of Forest Heath District Council's Cabinet at 6.08 pm in the Council Chamber. On conclusion of that meeting, the Leader of St Edmundsbury Borough Council formally opened the meeting as Chairman of SEBC's Cabinet at 6.09pm.

Extraordinary Cabinet



St Edmundsbury
BOROUGH COUNCIL

Minutes of an extraordinary meeting of the **Cabinet** held on
Tuesday 27 October 2015 at **6.09 pm** in the **Council Chamber, District**
Offices, College Heath Road, Mildenhall, IP28 7EY

Present: **Councillors**

Chairman John Griffiths (Leader of the Council) (in the Chair)
Vice Chairman Sara Mildmay-White (Deputy Leader)

Robert Everitt

In attendance:

Jeremy Farthing, Vice-Chairman of the Overview and Scrutiny
Committee

Carol Bull

Susan Glossop

By invitation:

Duncan Johnson, Assistant Director of Corporate Property, Suffolk
County Council

138. Apologies for Absence

Apologies for absence were received from Councillors Ian Houlder, Alaric Pugh, Joanna Rayner and Peter Stevens.

139. Open Forum

This item had already been considered during the informal discussions (Item 1 above refers.)

140. Public Participation

This item had already been considered during the informal discussions (Item 2 above refers.) No members of the public were in attendance.

141. Business Case to Establish a Housing Development Company

Further to the joint informal discussions held prior to the meeting with Forest Heath District Council's Cabinet on Report No: CAB/SE/15/070, *Business Case to Establish a Housing Development Company*, it was proposed, seconded and,

RECOMMENDED TO COUNCIL: That the following be approved:

- (1) The establishment of a Housing Development Company incorporated as a company limited by shares that will be jointly owned by Suffolk County Council (50% of shares), Forest Heath District Council (25% of shares) and St Edmundsbury Borough Council (25% of shares).**
- (2) St Edmundsbury Borough Council's full Council assumes the role of Shareholder in St Edmundsbury.**
- (3) A Shareholder Advisory Group be established with the purpose of advising each Council when exercising its role as Shareholder consisting of two elected members from Forest Heath District Council, two from St Edmundsbury Borough Council and four from Suffolk County Council, with advice provided by senior officers of all Councils. The identification of St Edmundsbury Borough Council's nominations to the Shareholder Advisory Group be delegated to the Leader of St Edmundsbury Borough Council acting in consultation with West Suffolk's Lead Member for Housing.**
- (4) The composition of the Company's Board of Directors to be one director from Forest Heath District Council who shall be an officer of West Suffolk Council, one director from St Edmundsbury Borough Council who shall be an officer of West Suffolk and two directors from Suffolk County Council (anticipated to be officers of Suffolk County Council), with up to an additional three directors appointed by the unanimous decision of the Shareholders.**
- (5) The recommendation of St Edmundsbury Borough Council's Overview and Scrutiny Committee held on 15 October 2015 that the criteria for selection of the three additional directors as specified in the fourth bullet of paragraph 3.24 in Appendix A be amended to read *"up to three additional directors unanimously approved by the three Shareholder Councils. These will be 'independent' individuals selected for their relevant expertise and experience"*.**
- (6) Authority to nominate St Edmundsbury's director be delegated to the Joint West Suffolk Chief Executive, in consultation with West Suffolk's Lead Member for Housing or the Leader of St Edmundsbury Borough Council.**
- (7) That the approval of the Memorandum and Articles of Association be delegated to the Head of Housing and the Monitoring Officer acting in consultation with West Suffolk's Lead Member for Housing and Suffolk County Council's Director of Resources, who will act in consultation with Suffolk County Council's Cabinet Member for Finance.**

- (8) Authority to negotiate and finalise the Shareholder Agreement be delegated to the Head of Housing and the Monitoring Officer, acting in consultation with the West Suffolk's Lead Member for Housing and Suffolk County Council's Director of Resources, who will act in consultation with Suffolk County Council's Cabinet Member for Finance.**
- (9) That the naming of the Housing Development Company be delegated to the Head of Housing acting in consultation with the Service Manager (Corporate Communications), West Suffolk's Lead Member for Housing and Suffolk County Council's Director of Resources, who will act in consultation with Suffolk County Council's Cabinet Member for Finance.**
- (10) Authority to complete and submit the necessary documentation for incorporation be delegated to West Suffolk's Monitoring Officer acting in consultation with West Suffolk's Head of HR, Legal and Democratic Services and Head of Housing and officers from Suffolk County Council.**
- (11) That *in principle agreement* is given to the disposal of St Edmundsbury Borough Council's assets (land and/or buildings) to the Company at market rates.**
- (12) That *in principle agreement* is given to provide to the Company funding through state aid compliant loans in line with St Edmundsbury Borough Council's existing Loans Policy.**
- (13) A contribution of £125,000, funded from St Edmundsbury Borough Council's Strategic Priorities and Medium Term Financial Strategy reserve, to a total working capital loan of £500,000 subject to contributions from all Councils in the following proportions; Forest Heath District Council (25%), St Edmundsbury Borough Council (25%) and Suffolk County Council (50%).**
- (14) That authority to negotiate and approve any staffing or TUPE matters arising in the future in connection with the Company's operations be delegated to the Head of HR, Legal and Democratic Services acting in consultation with the Head of Finance and Resources (s151 officer) and appropriate Suffolk County Council officers.**
- (15) Once the Company's first Annual Business and Delivery Plan has been submitted to Shareholders (Forest Heath District Council, St Edmundsbury Borough Council and Suffolk County Council) and approved by the Shareholders (Forest Heath District Council's full Council, St Edmundsbury Borough Council's full Council and Suffolk County Council's Cabinet), the Company may start trading.**

(16) The detailed financial modelling contained in the exempt Appendices B, C and D, be noted and the financial viability of the exemplar sites appraised, be noted.

142. Exclusion of Press and Public

See minute 143 below.

143. Business Case to Establish a Housing Development Company: Exempt Appendices (para 3)

The Cabinet considered Exempt Appendices B, C and D to Report No: CAB/SE/15/070 under Agenda Item 4, however no reference was made to specific detail and therefore this item was not held in private session.

The meeting concluded at 6.10 pm

Signed by:

Chairman

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Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Report of the Overview and Scrutiny Committee: 11 November 2015	
Report No:	CAB/SE/15/076	
Report to and date:	Cabinet	8 December 2015
Chairman of the Committee:	Diane Hind Chairman of the Overview and Scrutiny Committee Tel: 01284 706542 Email: diane.hind@stedsbc.gov.uk	
Lead Officer:	Christine Brain Scrutiny Officer Tel: 01638 719729 Email: christine.brain@westsuffolk.gov.uk	
Purpose of report:	<p>On 11 November 2015, the Overview and Scrutiny Committee considered the following items:</p> <ol style="list-style-type: none"> (1) Presentation from Streetkleen Bio Ltd on their PooPrints DNA Programme; (2) Presentation by the Cabinet Member for Operations; (3) Christmas Fayre Review; (4) Car Parking Task and Finish Review Group; - Final Report (5) Directed Surveillance Authorised Applications (Quarter 2); and (6) Decisions Plan: November 2015 to May 2016; (7) Work Programme Update. <p>Separate reports are included on this Cabinet agenda for Items (3) and (4) above.</p>	

Recommendation:	The Cabinet is requested to <u>NOTE</u> the contents of Report CAB/SE/15/076, being the report of the Overview and Scrutiny Committee.		
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/> Report for information only.		
Consultation:	<ul style="list-style-type: none"> See Reports listed under background papers below 		
Alternative option(s):	<ul style="list-style-type: none"> See Reports listed under background papers below 		
Implications:			
<i>Are there any financial implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below 	
<i>Are there any staffing implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below 	
<i>Are there any ICT implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below 	
<i>Are there any legal and/or policy implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below 	
<i>Are there any equality implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/>	<ul style="list-style-type: none"> See Reports listed under background papers below 	
Risk/opportunity assessment: <i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>			
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
See Reports listed under background papers below			
Ward(s) affected:	All Wards		
Background papers: <i>(all background papers are to be published on the website and a link included)</i>	Report OAS/SE/15/015 - Presentation by the Cabinet Member for Operations Report OAS/SE/15/018 - Appendix 1 Decisions Plan: November 2015 to May 2016 Report OAS/SE/15/019 - Work Programme Update		
Documents attached:	None		

1. Key issues and reasons for recommendation

1.1 Presentation from Streetkleen Bio Ltd

1.1.1 The Committee received a presentation from Gary Downie (Managing Director) from Streetkleen Bio Limited who had been invited to the meeting to give a short presentation outlining the PooPrints Dog DNA programme and to answer questions from the Committee. The presentation set out:

- What is PooPrint
- Rationale for Dog DNA Registration
- A Blueprint of overall service
- Communication of the proposition
- Engaging with key stakeholders (RSPCA/Local authorities)
- Timeline and recommended next steps.

1.1.2 The Committee discussed the presentation in detail and asked a number of questions of Gary Downie, to which comprehensive responses were provided. In particular, discussions were held on the DNA registration process and costs.

Members agreed that DNA registration was a good idea, but it needed to be made compulsory as it was felt that irresponsible dog owners would not register their dog(s).

Members also discussed the cost solution and sampling versus prosecutions.

1.1.3 The Committee found the presentation enlightening and it enabled the Committee to form its own opinion on the merits of the scheme and felt certain that in time PooPrints would be used extensively.

1.1.4 There being no decision required, the Committee **noted** the contents of the presentation.

1.2 Presentation by the Portfolio Holder for Operations (Report No: OAS/SE/15/015)

1.2.1 As set out in the Council's Constitution, at every ordinary Overview and Scrutiny meeting at least one Cabinet Member shall be invited to attend to give an account of his or her portfolio and to answer questions from the Committee.

1.2.2 Report No: OAS/SE/15/015 set out the overall responsibilities of the Cabinet Member for Operations who had been invited to the meeting to discuss his portfolio.

1.2.3 The Committee discussed the presentation and asked a number of questions of the Cabinet Member to which comprehensive responses were provided. In particular discussions were held on:

- (1) **Street lighting** – the Council was looking to reduce the operational cost of street lights by upgrading the Borough owned street lights so that the majority of them could be transferred to Suffolk County Council Highways

and those remaining with the Borough would be cheaper to run.

- (2) **Waste transfer stations** - the Council currently used three waste transfer stations (Thetford; Red Lodge and Haverhill). As and when the West Suffolk Operational Hub was operational, one transfer station would be located in the Bury St Edmunds area with the intention of retaining the Haverhill site.
- (3) **A14 cleansing** - it was acknowledged this was an issue. The service continued to maintain a full team clearing the A14 and A11, and continues to seek to work more closely with the Highways Agency in co-ordinating cleansing when road closures were in place.
- (4) **CCTV** - a Member tour was being organised to enable Members to look at the new CCTV set-up at West Suffolk House.
- (5) **Tree ownership** - officers confirmed there was a definitive map available showing who owned what trees. The Council also had a tree maintenance programme.
- (6) **Late grass cutting** - the Council had a policy on late grass cutting and officers agreed to provide a written response on further grass cutting scheduled in 2015.

1.2.4 There being no decision required, the Committee **noted** the contents of the presentation.

1.3 **Directed Surveillance Authorised Applications (Quarter 2) (Verbal)**

1.3.1 The Regulation of Investigatory Powers (Directed Surveillance and Covert Human Intelligence Sources) Order 2010 requires that Members should scrutinise the authority's use of its surveillance powers on a quarterly basis. In June 2010 it was agreed that this requirement should be fulfilled by the Overview and Scrutiny Committee.

1.3.2 The Monitoring Officer had advised that in Quarter 2 no such surveillance had been authorised.

1.4 **Decisions Plan November 2015 to May 2016 (Report No: OAS/SE/15/018)**

1.4.1 The Committee considered the latest Decisions Plan, covering the period November 2015 to May 2016. Members reviewed the Decisions Plan in detail and asked a number of questions to which responses were provided.

1.4.2 There being no decision required, the Committee **noted** the contents of the Decisions Plan.

1.5 **Work Programme Update (Report No: OAS/SE/15/0019)**

1.5.1 The Committee received Report No: OAS/SE/15/019, which provided an update on the current status of the Committee's Work Programme and the Task and Finish Groups appointed by the Committee.

- 1.5.2 Members were reminded to complete the Work Programme Suggestion Form when submitting future items for potential scrutiny. This enabled suggestions received to be initially considered by the Committee at each meeting and if accepted included within its forward work programme.
- 1.5.3 The Committee considered the report and there being no decision required, **noted** the items currently expected to be presented to the Committee during 2016.

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Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Recommendation of the Overview and Scrutiny Committee: 11 November 2015 - Christmas Fayre Review	
Report No:	CAB/SE/15/077	
Report to and date:	Cabinet	8 December 2015
Portfolio Holders:	<p>Alaric Pugh Portfolio Holder for Planning and Growth Tel: 07930 460899 Email: alaric.pugh@stedsbc.gov.uk</p> <p>Robert Everitt Portfolio Holder for Families and Communities Tel: 01284 769000 Email: Robert.everitt@stedsbc.gov.uk</p>	
Chairman of the Committee:	<p>Diane Hind Chairman of the Overview and Scrutiny Committee Tel: 01284 706542 Email: diane.hind@stedsbc.gov.uk</p>	
Lead Officer:	<p>Andrea Mayley Service Manager (Economic Development and Growth) Tel: 01284 757343 Email: andrea.mayley@westsuffolk.gov.uk</p>	
Purpose of report:	<p>On 10 June 2015, a Task and Finish Review Group was established by the Overview and Scrutiny Committee to review the Bury St Edmunds Christmas Fayre. For ease of reference and attached as Appendix 1 to this report, Report No: OAS/SE/15/016 summarises the review of the Christmas Fayre and presents at Appendix D, a draft five year operational plan for taking forward the recommendations from the Christmas Fayre Task and Finish Group and subsequently, the Overview and Scrutiny Committee. Again for convenience, Appendix D to Report No: OAS/SE/15/016 is attached to this report.</p>	

Recommendation:	It is <u>RECOMMENDED</u> that the Review of the Christmas Fayre report, contained in Report No: OAS/SE/15/016, including the Five Year Operational Plan, attached as Appendix D to Report No: OAS/SE/15/016, be approved.
Documents attached:	Appendix 1- Christmas Fayre Review Report (OAS/SE/15/016) Appendix D - Five Year Operational Plan

1. Key issues and reasons for recommendation

1.1 Key Issues

- 1.1.1 The Committee received Report No: OAS/SE/15/016 (attached as Appendix 1 to this report), which summarised the review of the Bury St Edmunds Christmas Fayre and presented a draft operational plan (Appendix D) for taking forward the recommendations from the Christmas Fayre Task and Finish Group.
- 1.1.2 On 10 June 2015, the Overview and Scrutiny Committee resolved to establish a Task and Finish Group to complete a review of the Bury St Edmunds Christmas Fayre and to adopt a five-year operational plan for the event. The prompt for the review came from the Council's acknowledgement that the Christmas Fayre had grown to be a nationally recognised event and that a review of the current principles and arrangements was therefore opportune.
- 1.1.3 The Task and Finish Group met to discuss the planned approach to the review and to consider the specific areas to be explored. It was agreed that the review would explore the following areas:
- Finance
 - Governance
 - Event consultation/focus group
 - Operational issues
- 1.1.4 Report No: OAS/SE/15/016 summarised the review of the Bury St Edmunds Christmas Fayre and presented a draft five-year operational plan for taking forward the recommendations from the Task and Finish Group.
- 1.1.5 The report included the background to the review; the current position of the Christmas Fayre; statistics; venues and stalls; timings; health and safety; marketing; entertainment; employment; finance; Christmas Fayre Working Group; traffic management and car parks. Also attached to the report were a number of appendices, namely:
- [Appendix A](#) - analysis of Christmas Fayre stalls;
[Appendix B](#) - Christmas Fayre stakeholders and review reporting structure
[Appendix C](#) - Christmas Fayre impact survey; and
[Appendix D](#) - Five-year operational plan.
- 1.1.6 It is proposed that the findings from the report (Appendix 1) and the operational plan (Appendix D) should be used to influence the planning and delivery of the 2016 Christmas Fayre. The Markets Development Officer should use this report and an assessment of Christmas markets from the National Association of British Markets Authorities (NABMA) when advising on Christmas events in Brandon, Haverhill, Mildenhall, Newmarket and other West Suffolk towns and villages.
- 1.1.7 The Overview and Scrutiny Committee considered the report in detail and asked a number of questions to which responses were provided.

In particular discussions were held on the following:

- (1) **Stall holders** – 76% of stall holders came from East Anglia. The plan going forward was to look at a pricing structure to further benefit local businesses.
- (2) **Neutral cost** – Members wished to see the event make a small profit margin. Officers confirmed that the aspiration was to make a small profit.
- (3) **Format of the market** – Members discussed the format of Christmas Markets abroad, which lasted for a whole month. Officers advised that changing the current format and dates of the Christmas Fayre could be looked at as a longer term aspiration and would be a major review.
- (4) **Transport** – The Council was working closely with transport providers to advertise the availability and frequency of bus and train services to the fayre and has started to promote a campaign to encourage people to walk, cycle or use public transport.

1.1.8 The Portfolio Holder for Families and Communities thanked the Task and Finish Group for a well considered review of the current Christmas Fayre.

1.1.9 The Overview and Scrutiny Committee has put forward its recommendation as set out on page two of this report.

Overview and Scrutiny Committee



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Christmas Fayre Review	
Report No:	OAS/SE/15/016	
Report to and dates:	Overview and Scrutiny Committee	10 June 2015
		11 November 2015
	Cabinet	8 December 2015
Portfolio holders:	<p>Alaric Pugh Portfolio Holder for Planning and Growth Tel: 07930460899 Email: alaric.pugh@stedsbc.gov.uk</p> <p>Robert Everitt Portfolio Holder for Families and Communities Tel: 01284 769000 Email: robert.everitt@stedsbc.gov.uk</p>	
Lead officer:	<p>Andrea Mayley Service Manager (Economic Development and Growth) Tel: 01284 757343 Email: andrea.mayley@westsuffolk.gov.uk</p>	
Purpose of report:	<p>This report summarises the review of the Bury St Edmunds Christmas Fayre and presents a draft operational plan for taking forward the recommendations from the Christmas Fayre Task and Finish Group.</p>	
Recommendation:	<p>The Overview and Scrutiny Committee is invited to <u>recommend</u> the Christmas Fayre review report and the supporting operational plan to Cabinet.</p>	

<p>Key Decision:</p> <p><i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input checked="" type="checkbox"/></p> <p>No, it is not a Key Decision - <input type="checkbox"/></p> <p>(a) A key decision means an executive decision which, pending any further guidance from the Secretary of State, is likely to:</p> <p>(i) be significant in terms of its effects on communities living or working in an area in the Borough/District.</p>
<p>Consultation:</p>	<p>As part of the review, the Task and Finish Group completed the following consultation and engagement:</p> <ul style="list-style-type: none"> - Online public survey - Workshop for Town Centre businesses - Meetings and telephone conversations with: <ul style="list-style-type: none"> o Emergency services o OurBuryStEdmunds and arc management o Bury St Edmunds Tourism Group o Christmas Fayre venues o Council operational services o Council support services
<p>Alternative option(s) for the Christmas Fayre:</p>	<ul style="list-style-type: none"> • Continue with the Christmas Fayre in the current format. • Complete an annual review of the Christmas Fayre as part of budget setting. • Run the Christmas Fayre as a commercial event • Establish an arms-length vehicle to run the Fayre and other events across West Suffolk. • End the Council's involvement with the Fayre and explore future options for running the Fayre with OurBuryStEdmunds or the emerging Destination Management Organisation.
<p>Implications:</p>	
<p><i>Are there any financial implications? If yes, please give details</i></p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> • Commitment to provide the Christmas Fayre for the remainder of the current political administration. • The Christmas Fayre should be managed as a cost-neutral event by the Council.
<p><i>Are there any staffing implications? If yes, please give details</i></p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <ul style="list-style-type: none"> •

<i>Are there any ICT implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
No business continuity procedures in place for the event planning and management.	Medium	Christmas Fayre project group to be set up. Key staff to take on clearly defined responsibilities for the Christmas Fayre.	Low
Event is not run as cost neutral by the Council	Medium	Commercial Manager to explore additional income generation.	Low
Wards affected:		All Bury St Edmunds wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		10 June 2015 Overview and Scrutiny Committee - OAS/SE/15/007	
Documents attached:		Appendix A - Analysis of Christmas Fayre stalls Appendix B - Christmas Fayre stakeholders and review reporting structure Appendix C - Christmas Fayre impact survey Appendix D - -- Five year operational plan	

1. Background to the review of the Christmas Fayre

1.1 On 10 June 2015, the St Edmundsbury Overview and Scrutiny Committee resolved to establish a Task and Finish Group to complete a review of the Bury St Edmunds Christmas Fayre and to adopt a five-year operational plan for the event. The prompt for the review came from the Council's acknowledgment that the Christmas Fayre had grown to be a nationally recognised event and that a review of the current principles and arrangements was therefore opportune.

1.2 The Task and Finish Group included six Members from the Overview and Scrutiny Committee along with three officers in support; the Markets Development Officer, Health and Safety Manager and a Policy Business Partner. The following Members were appointed to contribute to the Christmas Fayre Task and Finish Group:

- Cllr Terry Buckle, Moreton Hall Ward
- Cllr Patrick Chung, Southgate Ward
- Cllr Jeremy Farthing, Hundon Ward
- Cllr Richard Rout, Westgate Ward
- Cllr Clive Springett, Minden Ward
- Cllr Frank Warby, Moreton Hall Ward

1.3 The Task and Finish Group met to discuss the planned approach to the review and to consider the specific areas to be explored. It was agreed that the review would explore the following areas of the Christmas Fayre:

- Finance
- Governance
- Event consultation/focus group
- Operational issues

1.4 It is proposed that the findings from this report and the attached operational plan should be used to influence the planning and delivery of the 2016 Christmas Fayre. The Markets Development Officer should use this report and an assessment of Christmas markets from National Association of British Markets Authorities (NABMA) when advising on Christmas events in Brandon, Haverhill, Mildenhall, Newmarket and other West Suffolk towns and villages.

2. Bury St Edmunds Christmas Fayre – current position

This section covers:

- Background to the Fayre
- An event for the community
- Statistics
- Venues and stalls
- Timings
- Health and safety
- Marketing
- Entertainment
- Finance

- Christmas Fayre Working Group

- Traffic Management and car parks

Background to the Fayre

2.1 The first Bury St Edmunds Christmas Fayre (the Fayre) took place in 2004 and was organised by St Edmundsbury Borough Council using a £10,000 grant from Bury St Edmunds Town Council. The Fayre has grown significantly over the eleven years that it has been running and is almost certainly the largest event that St Edmundsbury Borough Council (the Council) delivers.

2.2 The Fayre has developed from a small event with a small amount of resource to one that attracts approximately 120,000 visitors to Bury St Edmunds over its four days. The Fayre is normally held over the last weekend in November, beginning on the Thursday evening (promoted for 'locals' to attend) and ending on the Sunday afternoon. In 2014 the Fayre offered the following to visitors:

- Food and drinks stalls
- Craft market
- Weekly provisions market
- Entertainment from a stage on Angel Hill and a stage in Charter Square
- Funfair
- Santa's Grotto
- Fireworks display on the Thursday evening

2.3 The Fayre is organised and funded by the Council and is managed as an event for the local community and visitors to Bury St Edmunds, with some stakeholders giving their support on a voluntary or not-for-profit basis. The Markets Development Officer co-ordinates the event with varying levels of support from several Council departments.

2.4 The Fayre attracts visitors from across the country and was recently assessed by the NABMA¹. The NABMA report, released in October 2015, stated that the Bury St Edmunds Christmas Fayre is in the top dozen (it is estimated that there are over 100 markets nationally) of UK Christmas markets in terms of its size and economic contribution. The Fayre has been awarded several regional and national awards, which have included East of England Tourism Best Large Event, and National Association of British Market Authorities Best Speciality Market.

2.5 The Markets Development Officer has also been invited to attend national conferences to talk about the Fayre, how it has developed, how it incorporates the local community and how it contributes to the local economy.

An event for the community

2.6 As part of the community focus for the Fayre, local artists, schools and choirs are invited to perform on two stages that are hired by the Council. Many of the

¹ <http://www.nabma.com/wp-content/uploads/2015/10/Christmas-Markets-ROI-Team-Report.pdf>

schools, choirs and bands that perform receive a donation for their time and expenses (see para 2.25 below).

2.7 The opening evening of the Fayre is promoted for 'locals' to attend. A fireworks display, children's parade and discounted funfair rides are provided as an incentive for local communities to attend the opening evening. Local churches also take part in the Fayre by opening for teas, coffees and their self-managed stalls.

2.8 In 2012, the St Edmundsbury Overview & Scrutiny (O&S) Committee completed a review² of the Fayre and recommended that it remain as an event for the community. The following vision statement was adopted for the future of the Fayre:

"The Christmas Fayre is a fun, festive and inclusive event for all ages designed to attract visitors, promote the area and have a positive effect on local people, and has a huge economic impact on businesses and the local area; spread throughout the town, the local community should continue to be a great part of its success"

Statistics

2.9 The Fayre attracts approximately 120,000 visitors from all over the country. In 2014, it was estimated that 45% of visitors to the Fayre travelled from over 25 miles away. The 2014 Fayre had the highest footfall figures yet:

- The arc shopping centre (Saturday) was up 15% on the 2013 Fayre
- Abbeygate Street (Sunday) up 20% on the 2013 Fayre
- Athenaeum up 8% on 2013 Fayre (30,000 to 42,000 over last 7 years)

Venues and stalls

2.10 There are approximately 300 Fayre stalls across ten different Bury St Edmunds venues:

- | | |
|---------------------------|-----------------------|
| - Angel Hill ³ | - Cathedral |
| - Abbey Gardens | - Buttermarket |
| - The apex | - Charter Square |
| - Athenaeum | - Moyse's Hall Museum |
| - Hatter Street | - Cathedral Courtyard |

2.11 The list of market stalls for the 2015 Fayre has been analysed based on the description of the products that they sell. For example a stall that sells hot food would be assigned the *Café/Takeaway* category under the high-level 'foods' group. The categories and groups are listed in the table below.

² [Overview & Scrutiny review report](#)

³ An external market provider (Market Square Group for the last seven years) manages half of Angel Hill at the Fayre. The external provider organises the stall bookings, management, and security for this area of the Fayre. The Markets Development Officer liaises with the external market provider to ensure the plan for this area of the Fayre is in keeping with the rest of the Fayre.

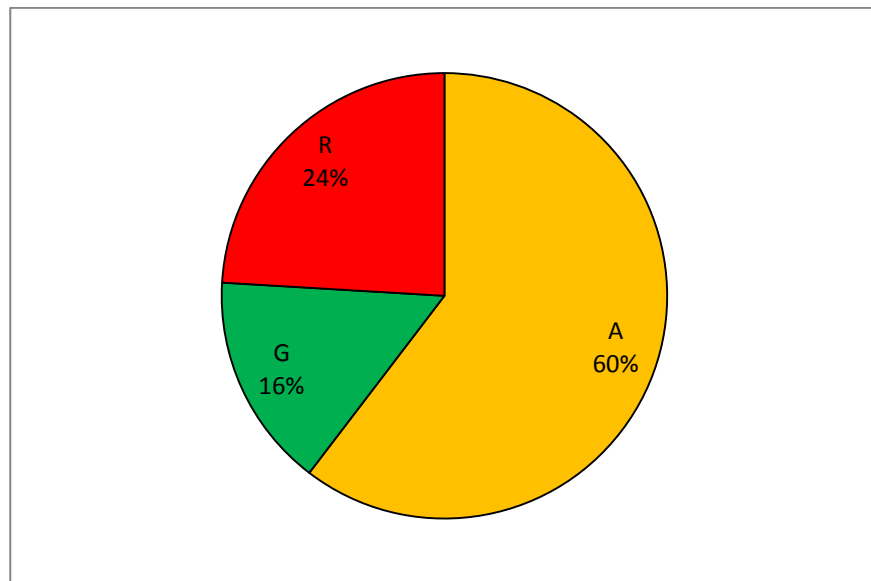
2.12 Out of the four high-level 'stall type' categories the majority of traders have been categorised as selling *Household Goods* (110 stalls), followed closely by *Foods* (100 stalls). *Information* stalls are the least common type of stalls, with only nine present at the event.

2.13 The Council wants to ensure that the Fayre has an appropriate mix of stalls that meet the needs of the customer and offers a diverse retail offer. The Markets Development Officer has the responsibility of balancing the different types of market stall to suit the demographic and shopping behaviour of visitors to the Fayre. This allows the Markets Development Officer the flexibility to change the market offer due to changing customer preferences or new products on the marketplace. However, the feedback from a Fayre Visitor Survey could be used to gauge perceptions on the stalls with the aim of assisting any changes to the 'tenant mix' for the next Fayre.

Stall Type	Number of Stalls	% of Total
Household Goods	110	36.91%
Arts, Crafts & Gifts	77	25.84%
Household Goods and Textiles	15	5.03%
Christmas Goods	12	4.03%
Plants	4	1.34%
Second Hand/Bric a Brac/Vintage	2	0.67%
Foods	100	33.56%
Groceries	30	10.07%
Confectionery	24	8.05%
Café/Takeaway	21	7.05%
Alcoholic	17	5.70%
Bakery	5	1.68%
Butcher	3	1.01%
Personal Goods	79	26.51%
Fashionwear	28	9.40%
Jewellery, watches and accessories	22	7.38%
Children's Goods and Products	21	7.05%
Health & Beauty	5	1.68%
Books, Magazines & Stationery	2	0.67%
Entertainment/Communications	1	0.34%
Information	9	3.02%
Charity	5	1.68%
Promotional	4	1.34%
Grand Total	298	100%

2.14 The list of stalls have also been analysed based on their location in the UK. A Red, Amber, Green classification has been allocated to the stalls based on the postcode⁴ of the registered trader.

- **Green** classification was given to stalls with registered addresses located within the boundaries of the West Suffolk councils.
- **Amber** classification was given to stalls with addresses in the east of England,
- **Red** classification was given to stalls registered elsewhere in the UK, or outside the UK.



2.15 It is encouraging, in terms of regional economic benefit, that 76% of the Fayre stalls that are managed by the Council are based in the east of England. Further analysis of the Fayre stalls is attached at **Appendix A**.

2.16 During 2015, the Council implemented an online booking and payment system for the booking of stalls and visitor coaches. The new online system was well received, with the majority of bookings being completed online, and has made the administration of the event more efficient.

2.17 The weekly provisions market is on the Bury St Edmunds Cornhill/Buttermarket site for the Friday, Saturday and Sunday of the Fayre. Issues were raised at the 2014 Fayre regarding the market being packed away before the Fayre had finished each day. The Health and Safety Manager advised that this was a safety issue and that the weekly provisions market stalls would not be allowed to pack up until the Fayre had closed or footfall had significantly reduced.

⁴ It should be noted that the Red, Amber, Green classification does not include the 40 stalls on Angel Hill that are booked and provided by the external market provider (Market Square Group for the last seven years). The Council does not hold location data for these 40 stalls and it is assumed that the majority come to the Fayre from outside of the East of England.

Timings

2.18 The timings for the Fayre have been regularly reviewed and as a result, the opening hours on the Friday and Saturday have been extended to 8pm to support the higher volume of visitors to the Fayre and to maximise the income potential for traders and retailers. The current opening times for the Fayre are:

- Thursday 4pm – 8pm
- Friday and Saturday - 10am – 8pm
- Sunday- 10am – 5pm

2.19 Various weekends have previously been used for the Fayre and this created confusion and clashes with local events and with Christmas markets in other areas of the country. To avoid further confusion it has been previously agreed by the Christmas Fayre Working Group (see para 2.35) to set the date for the Fayre as the last weekend in November.

Health and Safety

2.20 As the Fayre has developed over the years, the health and safety aspect has become increasingly important. The Council's Health and Safety Manager is involved with the event planning from an early stage and liaises regularly with the emergency services. The event safety plan is taken to the Suffolk Event Advisory Group for discussion and approval.

2.21 In recent years, additional CCTV has been installed at the Fayre, crowd management systems put in place and both the Health and Safety Manager and the Markets Development Officer have attended courses in event and crowd management.

2.22 Crowd flow through specified control zones at the Fayre is monitored at all times by CCTV and zone leaders. At the 2014 Fayre, none of the zones exceeded 50% of their capacity profile. However, both Abbeygate Street and the Abbey Gate have been identified as potentially high risk areas due to restricted crowd control (additional crowd control measures have been implemented). Taking into account crowd safety implications, the footprint of the event and the potential for additional visitors at peak times, the current attendance figures are considered appropriate.

Marketing

2.23 The Fayre has a dedicated website for marketing the event. During 2014, the website had 43,000 hits. The Council also manages a Christmas Fayre Facebook page with over 5,000 followers. In addition to this, the Council prints 25,000 programmes that are sent out to other tourist offices and given out throughout the Fayre from Tourist Information Points across Bury St Edmunds.

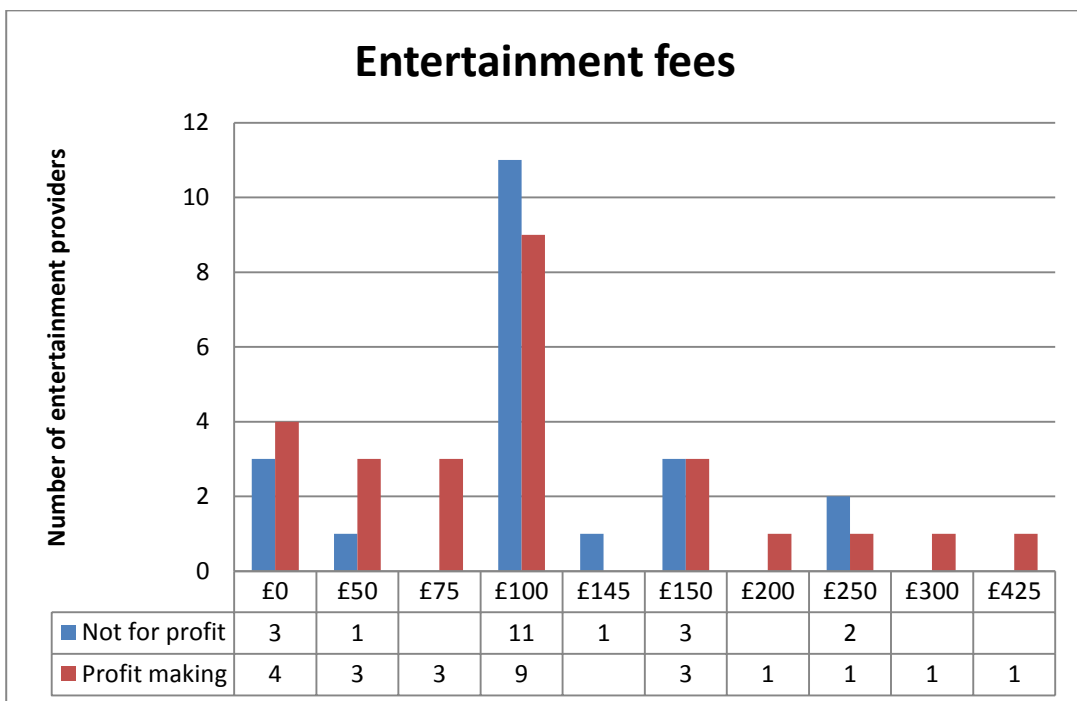
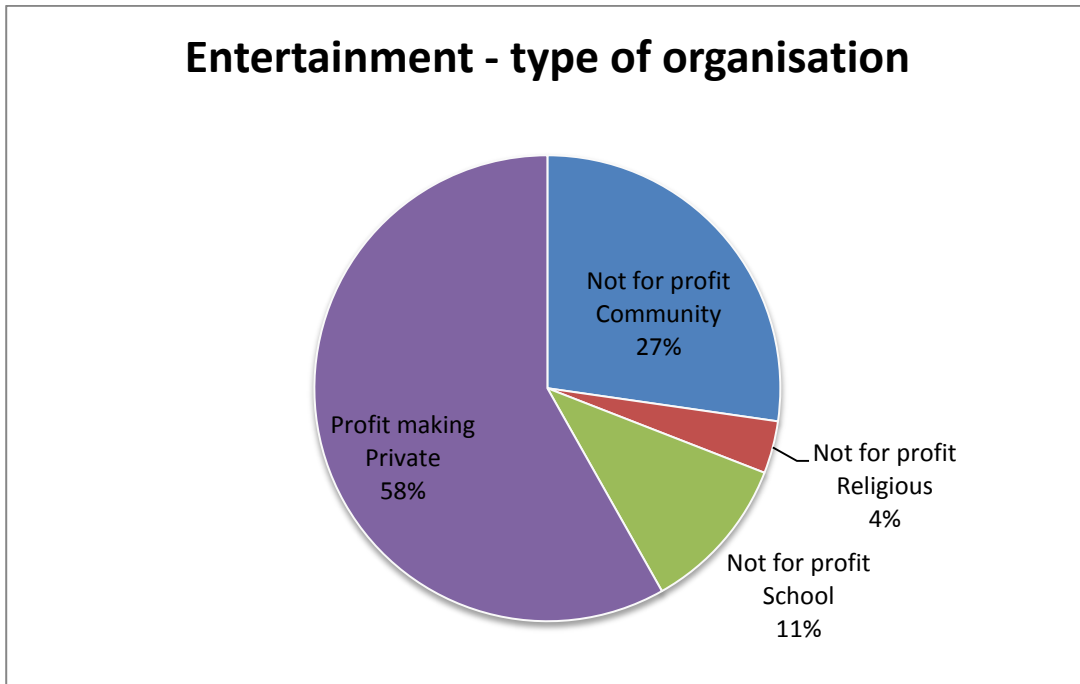
2.24 The Fayre is advertised locally in the Bury Free Press and East Anglian Daily Times. OurBuryStEdmunds also advertises the town nationally for the Christmas period and the Fayre buys into these specific campaigns. The Markets

Development Officer also promotes the Fayre at events such as 'Excursions' which is the largest coach operator show in the country.

Entertainment

2.25 There are three entertainment stages with a full programme of artists performing⁵. All entertainment artists are from the local area and the majority are from West Suffolk. The Council makes a donation to the artists to cover their costs.

2.26 Below is an analysis of the types of organisation that provide entertainment at the 2014 Fayre and the fees paid to the entertainers.



⁵ It should be noted that some of the entertainers perform more than once at the Fayre

Employment

- 2.27 The Fayre employs over 60 casual staff to help with the set-up, take-down and stewarding of the event. The stewards are employed by the Council and work anywhere between one and four days.
- 2.28 West Suffolk College, Community Action Suffolk and the Round Table supply up to 50 unpaid volunteer stewards for the Fayre. Any staff and stewards that are required in addition to the volunteers are recruited and paid directly out of the Fayre budget.
- 2.29 The Council has received both negative and positive comments about the stewards at the Fayre and is working to ensure that stewards are competent and aware of their duties.
- 2.30 Council services such as waste, landscapes and the apex staff also carry out additional work associated with the Fayre and these costs are recharged to the Fayre budget.

Finance

- 2.31 The actual income and expenditure from the 2014 Fayre is listed below:

Expenditure	
Salaries for casual staff for the event	£13,129
Apex and Athenaeum costs	£9,491
Entertainment/donations to entertainers	£10,765
Advertising/ programme costs	£12,869
Waste – Street cleansing	£2,693
Signage/road closure and remedial works	£10,636
Additional CCTV	£9,000
Security	£10,048
First Aid cover	£4,590
Marquee hire	£3,215
Power supply and staging	£30,100
Miscellaneous*	£17,875
Support costs (see breakdown below)	£14,750
Total expenditure	£149,161
Income	
Coach booking fee	- £3,365
Sponsorship	- £1,500
Greene King Car Park	- £4,577
Stallholder fees	- £138,455
Total Income	- £147,897
Net Expenditure	£1,264

*Examples of miscellaneous expenditure; fireworks, children workshops, website design, additional room hire for Fayre Operations staff.

2.32 The 2014 shortfall of £1,264 was due to a one-off cost of £1783.76 to Suffolk County Council to test the lamp columns on Angel Hill.

2.33 The support costs reflect recharges for internal services. A breakdown of the costs is listed below:

- Grounds maintenance - £600
- Health and safety - £500
- Legal - £700
- Finance - £1700
- Property - £300
- Central recharge - £3,600
- Admin support - £7,350

2.34 Please note, the costs for the Markets Development Officer and Health and Safety Manager were not included in the Fayre budget for 2014 (see para 3.34 below).

Christmas Fayre Working Group

2.35 A Christmas Fayre Working Group currently supports the planning and development of the Fayre. The group is attended by elected members, Bury St Edmunds Town Council, local charities, tourism providers, the emergency services, Chamber of Commerce, OurBuryStEdmunds and other support services for the Fayre.

2.36 The Working Group is not a decision-making body and is used as a way of keeping stakeholders informed of the event planning and also to look at new ideas for future Fayres. It should be noted that several of the Working Group stakeholders attend in their own time.

Traffic management and car parks

2.37 Congestion and car parking are regularly complained about in relation to the Fayre weekend. The Council recognises the impact that the Fayre has on congestion and car parking in the town and is working very closely with Highways, Car Parks Services and an external Traffic Management Company to manage the impact on the town.

2.38 The Council works every year to manage the availability of car parking outside the town centre as this reduces the levels of congestion in the town. A 1,000 space Park and Ride service is operated from Claas UK. Greene King, Bury St Edmunds Rugby Club and West Suffolk College make their car parks available for visitors. The Council also makes their staff and visitor car parks at Olding Road and Western Way available for visitors to park and walk. Council staff that work at West Suffolk House and in the town centre are advised to consider alternative transport methods to avoid disruption.

- 2.39 The Health and Safety Manager has advised that an additional park and ride site should not be pursued because this could lead to crowd management issues within the footprint of the Fayre.
- 2.40 A team of stewards, both volunteer and paid, are recruited to signpost visitors to the best area for car parking. The electronic signs for car parking in Bury St Edmunds have been intermittent over recent years and this has affected the direction of traffic across the town. It is expected that these signs will be switched on and working at the 2015 Fayre.
- 2.41 The Council organises a coach drop-off point for the Fayre and many operators have said that this is one of the best that they have attended. A £25 administration fee (plus VAT) was introduced for coaches with over 16 seats at the 2014 Fayre. Coaches with under 16 seats are currently offered this service free of charge.
- 2.42 Local visitors to the 2015 fayre are also being encouraged to leave their car at home and cycle or walk into the Bury St Edmunds town centre. Thanks to Maglia Rosso cycle shop in Hawstead, the Council is offering free cycle storage at the Cornhill Walk shopping centre as well as a free bicycle MOT.

3. Christmas Fayre review – findings and recommendations

3.1 The Christmas Fayre review covered a wide range of areas of the planning and management of the Fayre. The recommendations in this report are based on findings from discussions with Fayre stakeholders, desk research and an online survey. A list of stakeholders is included at **Appendix B**. All the recommendations that the Task and Finish Group agreed on in response to the findings of the review are brought together into a 5-year operational plan, which is attached at **Appendix D**.

3.2 This section of the report covers:

- | | |
|--|---------------------------|
| - Survey findings | - Vision for the Fayre |
| - Findings from meetings with external partners and stakeholders | - Commitment to the Fayre |
| - Fayre planning and management risks identified | - Economic impact |
| | - Finance |
| | - Governance and support |
| | - Operational |

Survey findings

3.3 The online survey was sent to Fayre stakeholders and published using social media and the Bury Free Press. 214 responses were received during the three weeks that the survey was available online. A report of the survey responses is included at **Appendix C**.

- 3.4 The findings from the survey showed a perception that the Fayre enhances Bury St Edmunds' image as a visitor destination (80%), boosts the local economy (74%) and is a great event for the communities in and around Bury St Edmunds (66%). However, it was also widely recognised that the Fayre creates significant car parking problems (67%) traffic congestion (69%) and pedestrian congestion (59%).
- 3.5 The negative issues raised were largely concerned with the operational aspects of the Fayre and as such are addressed in the Operational section below.

Findings from meetings with external partners and stakeholders

3.6 As part of the review, the Task and Finish Group engaged with several Fayre stakeholder groups. These groups included; town centre businesses, businesses that provide services to the Fayre, Bury St Edmunds Tourism Group, OurBuryStEdmunds, arc management and the emergency services.

- *Business workshop*

- 3.7 The Markets Development Officer and Policy Business Partner facilitated a workshop at the apex for town centre businesses and also for businesses that provide services to the Fayre. Attendees at the workshop reacted to recent press coverage regarding the Fayre review and were concerned that the Council was considering 'privatising' the Fayre to shift the financial burden or responsibility.
- 3.8 It was noted that many businesses at the workshop thought that the Markets Development Officer was solely responsible for the running of the Fayre and that there was no plan in place to ensure business continuity. The businesses saw this as a risk to the future management of the Fayre.
- 3.9 The date of the Fayre had changed over recent years and it was suggested by businesses at the workshop that the date could be changed to avoid a clash with Black Friday⁶.
- 3.10 Some businesses had expressed concern about access to the town centre for the emergency services. The Markets Development Officer reassured businesses that the layout was specifically designed to allow access to emergency vehicles and that the event safety plan was taken to the Suffolk Event Advisory Group for discussion and approval. It was agreed that the arrangements for emergency services would be communicated to town centre services.
- 3.11 It was suggested at the business workshop that the layout of the weekly provisions market could be reconfigured so that St John's Street and the Traverse were more accessible over the Fayre weekend. The Markets Development Officer advised that it would be more practical to complete a wider review of the weekly market layout as this layout was the same for the market

⁶ Black Friday is the first Friday after Thanksgiving. Black Friday is an American shopping event, but over the past few years it has started to gain traction in the UK.

throughout the year. A review of the market layout could cause significant knock-on effects to the weekly market and would only be completed if there was common support for this from the businesses on St John's Street and in the Traverse. It is expected that the Traverse will be more accessible after the scaffolding on the Cupola House is removed.

- *Bury St Edmunds Tourism Group*

3.12 The Markets Development Officer and Policy Business Partner Officers also attended a meeting of the Bury St Edmunds Tourism Group. The tourism group recognised the longer-term impact of the Fayre on the town and the potential opportunities from a review of the Fayre.

3.13 The Tourism Group suggested that the Council could explore incentives for visitors to return to Bury St Edmunds after the Fayre. This would support the wider, longer-term economic impact of the Fayre.

3.14 It was agreed by the Tourism Group that local communication and marketing for the Fayre could be improved. This was following a discussion regarding promoting the Thursday evening for 'locals' to attend, the availability of information regarding entertainment and the accessibility of the Fayre website and event information on a mobile device.

- *OurBuryStEdmunds and arc management*

3.15 OurBuryStEdmunds and arc management met with the Markets Development Officer and Policy Business Partner to discuss 2014 Fayre feedback from town centre retailers and to discuss the potential opportunities from a review of the Fayre. OurBuryStEdmunds stated the importance of event ownership and commented that it was not always apparent that the Council provided the Fayre.

3.16 Communication over the Fayre weekend was discussed at the meeting and there was agreement that the Council could make greater use of social media and other communications channels to keep visitors up-to-date on the programme for the Fayre and to inform visitors of car parking availability and any emergency situations that occur. It was suggested that the Council could explore a mobile application that provided real-time notifications to visitors at the Fayre.

3.17 OurBuryStEdmunds expressed concern regarding the weekly provisions market being allowed to pack away before the Fayre had finished each day. The Markets Development Officer advised that this had been reviewed and that the weekly provisions market stalls would not be allowed to pack up until the Fayre had closed or footfall had significantly reduced.

3.18 The Council and partners were considering the development of a Development Management Organisation (DMO), or similar model, for tourism in Bury St Edmunds. This was discussed at the meeting and it was agreed that A DMO model could include a consistent approach to planning and marketing for all major events in Bury St Edmunds, including the Fayre. However, as there were a

number of events provided by different organisations it was agreed that this should be explored as the DMO, or similar model, is developed.

- *Emergency Services*

- 3.19 The Policy Business Partner spoke to the Police, Fire Service and St Johns Ambulance regarding the impact of the Fayre on emergency services. All three services engaged with the planning for the Fayre and were satisfied with management of the event. All three services also had access to the event safety plan through the Suffolk Event Advisory Group.
- 3.20 The Fire Service checked emergency access routes in advance of the event and were happy with the access arrangements in place. It was confirmed that the Fayre did not have an impact on the rota for the Fire Service.
- 3.21 The Police also confirmed that the Fayre did not create a need for additional staff as there had not been any reported increase in anti social behaviour or other crime over the weekend of the Fayre. A Police Community Support Officer regularly attended the Christmas Fayre Working Group and had previously provided advice and suggestions for improvements to the Fayre.
- 3.22 The Fayre budget pays for first aid to be present on site for the Fayre weekend. St Johns Ambulance had been previously been involved in the Fayre but were unable to contribute to the planning for the 2015 Fayre as they had not yet been confirmed as the first-aid provider for the event. However, a St Johns Ambulance manager confirmed that St Johns Ambulance had been happy with management of the event and would continue to offer their services in the future.

Fayre planning and management risks identified

- 3.23 It was recognised by the Task and Finish Group and event stakeholders that the successful planning and management of the Fayre is reliant on the Markets Development Officer and that business continuity has not been considered to ensure the long-term successful management and reputation of the event.
- 3.24 The planning and management is also reliant on internal support from Health and Safety and Highways. Other internal services are also impacted on in the run up to the Fayre; for example, Car Parks, Waste and Business Regulation and Licensing. The roles and responsibilities for these services regarding the planning and management of the Fayre are not currently defined.
- 3.25 Fayre update reports are not currently sent to the Council's Leadership Team or to the Cabinet portfolio holder. This affects awareness and ownership of the event at a senior level of the Council.

Vision for the Fayre

- 3.26 The Task and Finish Group agreed that it was appropriate to make a minor change to the Fayre vision statement which was adopted by Cabinet in 2012. It

was felt that the following shorter vision statement clearly stated the purpose and ownership of the event:

"The Bury St Edmunds Christmas Fayre is a fun, festive and inclusive event for all ages. The event is designed to attract visitors and have a positive effect on local people and businesses. The Fayre is provided by St Edmundsbury Borough Council."

Commitment to the Christmas Fayre

3.27 The Task and Finish Group considered various options for the long-term management of the Fayre; for example, making the event more commercial, establishing an arms-length vehicle to manage the Fayre and other events across West Suffolk or exploring new options for running the Fayre within the emerging Destination Management Organisation.

3.28 The Task and Finish Group recognised the potential for a future Destination Management Organisation (DMO) or similar model for tourism and events in Bury St Edmunds. It was therefore agreed that where possible the Markets Development Officer should engage with the DMO project and continue to work with other partners, for example OurBuryStEdmunds, to ensure consistent management and marketing of all major events in the Bury St Edmunds town centre.

3.29 The project to consider a DMO, or similar model, for Bury St Edmunds is still being explored and developed. The Task and Finish Group acknowledged this and agreed that the Council should make a commitment to provide the Fayre for the remainder of the current political administration. This would deliver the following benefits:

- Commitment to improving the Fayre by delivering the operational plan
- Opportunity to procure services that support the Fayre, for example power supply and staging, marquee hire, security etc. The commitment of a three year contract would reduce the annual charge and reduce the time spent organising the relevant contracts every year.
- Commitment to exploring new areas of income generation to ensure full recovery of all costs related to the Fayre.

3.30 The Task and Finish Group agreed that the date of the Fayre should remain fixed as the final weekend in November for the remainder of the current political administration. Selecting this weekend avoids a clash with the Christmas lights switch-on and avoids a clash with the fixed date for the Lincoln Christmas Market. However, it was agreed that this should be revisited if Black Friday becomes a more important shopping tradition in the local area and there is common support from businesses to change the date to avoid the impact on a busy weekend of trading.

Economic impact

- 3.31 A survey of visitors to the 2014 Fayre showed that visitors were spending money on the Christmas market stalls and also spending money in town centre shops, the weekly provisions market and on hotels/B&Bs in the local area. It was agreed by the Task and Finish Group that the survey could be further developed and also be targeted to cover all groups (visitor coaches, park and ride, park and walk etc.). This would produce data that could be used for economic impact modelling.
- 3.32 Anecdotal evidence was received throughout the review regarding Fayre visitors returning to Bury St Edmunds during the year because they were impressed with the town features and facilities. The Task and Finish Group agreed that this should be further explored by offering incentives to visitors to return to Bury St Edmunds. A mechanism for recording the success of the incentive scheme would also be required and should be reported on. The Council will work in partnership with the Bury St Edmunds Tourism Group to develop and promote the scheme of incentives.
- 3.33 To support the economic impact modelling for the Fayre the Council will need to review the existing formula used to record visitor numbers. It is currently based on a formula for the footfall figures from the Athenaeum and the apex. It was agreed that additional data is available to support the estimation of footfall numbers, for example from car parking and visitor coaches.
- 3.34 The economic impact model should be developed with local businesses, as feedback has been received that in some cases the Fayre can lead to lower takings for some shops compared to an equivalent weekend in November without the Fayre taking place.

Finance

- 3.35 The Council has always aimed to manage the Fayre with recovery of all associated costs. Analysis of the budget for the Fayre shows that it does not currently reflect the true cost to the Council as it does not accurately account for internal staff recharges, for example the Markets Development Officer, Highways Officer and the full cost of the Health and Safety Manager. It was agreed by the Task and Finish Group that the Council should review and realign the budget recharges.
- 3.36 Pending a review of the internal recharges, the Task and Finish Group agreed that the Council should look at new areas of potential income generation to support the full cost recovery of the Fayre. It was also agreed that additional income could support investment in the event that is associated with the delivery of the Fayre Operational Plan. The Task and Finish Group proposed that the following areas of income generation should be explored:
- Event sponsorship and business advertising
 - Procurement of longer term contracts for the Fayre

- Full cost recovery of process to manage bookings for coach drop-offs (including coaches with under 16 seats)
- Review of entertainment fees/donations that is consistent. For example, donations only to entertainment of a higher calibre.
- Moyses Hall to be used as a café at future Fayres

3.37 An overview of the 2014 budget expenditure for the Fayre identified a large number of transactions under the 'miscellaneous' code. The expenditure and income budget codes for the Fayre should be reviewed to ensure they are transparent and structured appropriately to support the financial management of the Fayre.

Governance and support

3.38 The event has a large impact on both the Families and Communities and the Planning and Growth portfolios and it is therefore proposed that the Markets Development Manager provides updates to both Portfolio Holders.

3.39 It was agreed by the Task and Finish Group that a biannual report regarding the Fayre should be sent to Leadership Team for information, discussion and a steer where appropriate. The reports should be sent at Q1 and Q3 of the financial year to report on the previous Fayre (Q1) and to update on the planning and any major changes to the following Fayre (Q3).

3.40 Business continuity for the Fayre was identified as a risk by both the 2012 and the 2015 review of the Fayre. It is essential that a Christmas Fayre Project Group is formed with clearly defined roles and responsibilities for areas of the Fayre planning and management. This will ensure the effective management and sustainability of the event.

3.41 The Markets Development Officer co-ordinates a Christmas Fayre Working Group that meets at least three times a year. This group has developed into an information sharing forum and it was agreed that this group should continue and be developed and promoted as an open information sharing and discussion forum for all Fayre stakeholders to attend. The group will discuss learning from the previous Fayre and provide an opportunity for the Christmas Fayre Project Group to update on progress and changes for the next Fayre.

Operational

3.42 A large part of the review was spent evaluating the long list of suggestions that would affect the future operation of the Fayre. The Task and Finish Group discussed the various suggestions and agreed more work should be progressed on the following areas:

- Communications and marketing
- Staffing
- Travel
- Management of food safety.

- 3.43 The use of the internet, mobile technology and social media has developed at a fast pace and the Fayre could make more use of these tools to market the event and inform visitors and residents in advance of and during the event. The communications and marketing plan for the event should be enhanced to ensure the potential of email, the new website, social media and mobile applications is utilised.
- 3.44 The Council recognises that the Markets Development Officer has done a fantastic job to develop the Fayre over the past eleven years and it is therefore a positive that the Fayre promotes the profile of the Markets Development Officer. However, the Task and Finish Group agreed it was important that the Council brands the event so that communities, businesses and visitors are aware that the Council provides the event. The marketing plan for the Fayre should reflect Council ownership.
- 3.45 It is essential that the 120,000 people that visit the Fayre are offered professional guidance and direction to ensure pedestrian flow throughout the event. Therefore, it was agreed that the Markets Development Officer should continue with the current practice of recruiting stewards with suitable qualifications or experience. It is considered appropriate that they are allocated to manage/supervise the less experienced or volunteer stewards.
- 3.46 The Task and Finish Group discussed accessibility to the Fayre for visitors with limited mobility. The Health and Safety Manager and Markets Development Officer advised the group that all venues offer disabled access and that alternative routes are also available for visitors that want to avoid the busier areas of the town centre.
- 3.47 The online survey showed that car parking and congestion were the most negative aspects of the Fayre. It was agreed by the Task and Finish Group that the work to provide additional parking and, more importantly, to encourage the use of public transport should continue to be explored with the Service Manager for Car Parks and the Marketing Officer. Where available and appropriate, privately owned car parks (for example businesses) should be encouraged to offer parking facilities to the public over the weekend of the Fayre.
- 3.48 The Fayre has a large number of stalls that offer food and drink to Fayre customers. The process of investigating the food stalls to ensure they have relevant food safety accreditation can be labour intensive. A free-to-use website⁷ that offers tools for the management of food stall bookings is available and offers stall bookings, a portal for relevant food safety and risk assessment documents and an area for 'feedback' from Environmental Health Officers across the country. It was agreed that the use of this tool should be further explored.

⁷ <http://www.ncass.org.uk/>

3.49 The management of litter and bins at the Fayre is well-managed and only 17% of people that completed the online survey thought that litter had a negative effect on the local area. However, the Task and Finish Group discussed litter and the potential provision of an outside 'break-out area' for the consumption of food; it was agreed that this should be explored further for the 2016 Fayre. This could mitigate the potential for litter and relieve some pedestrian congestion, as people would not need to eat food on the move.

Ben Smith (Policy Business Partner)

October 2015

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BURY ST EDMUNDS CHRISTMAS FAYRE - OPERATIONAL PLAN

Document author		Ben Smith, Policy Business Partner		FINAL DRAFT	
Document owner		Sharon Fairweather, Markets Development Officer			
No.	Theme	Process	Action	Person or group responsible	Timings
1	Council statements for the Christmas Fayre	Vision	Revise vision to "The Bury St Edmunds Christmas Fayre is a fun, festive and inclusive event for all ages. The event is designed to attract visitors and have a positive effect on local people and businesses. The Fayre is provided by St Edmundsbury Borough Council."	Cabinet	December 2015 - December 2019
2	Council statements for the Christmas Fayre	Commitment	The Council should commit to the Christmas Fayre for the remainder of the current administration. This will allow the Markets Development Officer to procure contracts for the Fayre which should generate budget savings.	Cabinet	December 2015 - December 2019
3	Council statements for the Christmas Fayre	Cost neutral	As a minimum, the Christmas Fayre should be run as a cost-neutral event by the Council. Additional budget spend should be approved by the Section151 Officer.	Finance Business Partner	December 2015 - December 2019
4	Council statements for the Christmas Fayre	Future management and marketing of the Fayre	The Council should continue to provide the Christmas Fayre for the benefit of its communities and businesses and should work in partnership with other organisations to maximise the potential of all major events that are delivered across the Bury St Edmunds town centre.	Growth Officer	December 2015 - December 2019
5	Council statements for the Christmas Fayre	Delivery of the Operational Plan	The Markets Development Officer and Christmas Fayre Project Group shall be responsible for the delivery of this operational plan. Internal support has been identified where relevant.	Christmas Fayre Project Group	December 2015 - December 2019
No.	Theme	Process	Action	Any additional internal staff involved	Timings
6	Christmas Fayre review	Democratic Process	Overview and Scrutiny to consider the report and recommendations on 11 November	Service Manager - Economic Development	Nov-15
7	Christmas Fayre review	Democratic Process	Cabinet to consider the recommendations from the Overview and Scrutiny Committee on 8 December	Service Manager - Economic Development	Dec-15
8	Christmas Fayre review	Communications	A link to the Cabinet decision and associated documents to be published and communicated via email, press release and social media.	Service Manager - Communications	Dec-15
9	Economic Impact	Incentives for return visits	Work in partnership with 'Our Bury St Edmunds' and the Tourism Group to explore incentives for Christmas Fayre visitors to return to Bury St Edmunds. A mechanism for recording the success of the scheme should be implemented.	Marketing Manager	2016/17 Fayre
10	Economic Impact	Visitor survey	Create and target a more sophisticated visitor survey that produces results that can be used for economic impact modelling.	Policy Business Partner	2016 Fayre
11	Finance	Cost recovery	The Markets Development Officer should work with the Commercial Manager to explore additional income generation that can be reinvested in providing a well-organised and professional event.	Commercial Manager	December 2015 - April 2019
12	Finance	Cost recovery	Areas to be initially explored for income generation by the Commercial Manager are business advertising and event sponsorship.	Commercial Manager/ Marketing Manager	2016 Fayre
13	Finance	Cost recovery	Assess the potential of using Moyses Hall as a café and 'break out' area at a future Christmas Fayre.	Commercial Manager/ Heritage Manager	2016 Fayre
14	Finance	Internal recharges	Review the internal recharge costs for the Christmas Fayre to include accurate budget recharges for the Event Manager, Health and Safety Manager	Finance Business Partner	2017/2018 budget
15	Finance	Budget	Review the expenditure and income cost codes for the Christmas Fayre to ensure they are transparent and structured appropriately to support the financial management of the Christmas Fayre.	Finance Business Partner	2017/2018 budget

No.	Theme	Process	Action	Any additional internal staff involved	Timings
16	Finance	Highways recharge	Review the pricing structure for all events that require road closures and traffic management. Implement a pricing structure that, where appropriate, ensures full cost recovery.	Highways Officer/ Finance Business Partner	2016/2017
17	Finance	Fees/ donations for entertainment	Create a scheme of fees for the provision of entertainment at the Christmas Fayre. Engage with regular Christmas Fayre entertainers that are affected by the new scheme.	Commercial Manager/ Policy Business Partner	2016 Fayre
18	Finance	Procurement of Christmas Fayre contracts	Explore the procurement of Christmas Fayre contracts (staging, first aid, traffic management etc.) and tender for the duration of the Christmas Fayre operational plan.	Procurement Manager/ Legal Service Manager	2016 Fayre
19	Finance	Coach drop off	Review the current charging for coach 'drop-off' charges. Implement a scheme that ensures full cost recovery for administration and management of the bookings.	Commercial Manager/ Policy Business Partner	2016 Fayre
20	Governance	Reporting	Engage Leadership Team and Portfolio Holders in the review of past Christmas Fayres and planning for future Christmas Fayres.	Policy Business Partner	1st report in Q1 2016/17
21	Governance	Project group	An internal officer led Christmas Fayre Project Group should be formed with a terms of reference and clearly defined roles and responsibilities for key officers.	Policy Business Partner	2016 Fayre
22	Governance	Information forum	Transform the Christmas Fayre Working Group into an information sharing and discussion forum. The forum should be used as an opportunity to discuss learning from the previous Christmas Fayre and update on progress and changes for the next Fayre.		2016 Fayre
23	Operational	Communications	Produce a communications and marketing plan for the Christmas Fayre that maximises the potential of the new website and social media.	Service Manager - Communications	2016 Fayre
24	Operational	Communications	Produce briefing packs to include a 'programme of events' for local businesses and venues. Distribute in advance of the Christmas Fayre.	Marketing Manager	2016 Fayre
25	Operational	Marketing	Work with Our Bury St Edmunds and other partners to ensure consistent and targeted marketing for all major events in Bury St Edmunds. Maximise the opportunity to encourage visitors to return for other events on the Bury St Edmunds calendar.	Marketing Manager	December 2015 - April 2019
26	Operational	Administrative support	Identify the administrative tasks and responsibilities (and equivalent FTE time) required to support the Christmas Fayre.	HR Business Partner	2016 Fayre
27	Operational	Professional stewards	Implement a new staffing and operational structure for stewards that ensures stewards with suitable experience or qualifications are recruited at the Fayre. Where appropriate, offer training to key staff that manage volunteer/ less experienced stewards	HR Business Partner	December 2015 - April 2019
28	Operational	Visitor figures	Use visitor numbers from the 2015 Fayre to review, and if necessary update, the mechanism for recording visitor numbers to the Christmas Fayre.	Policy Business Partner/ Health and Safety Manager	2016 Fayre
29	Operational	Accessibility	Ensure all areas of the fayre are disabled accessible. Where required implement alternative routes and communicate this on the website in advance of the Fayre and to stewards as part of their briefing.	Health and Safety Manager	2016 Fayre
30	Operational	Food safety	Assess the capability of the online NCASS website (free) for the management of food stall bookings. If appropriate, manage the food stall bookings of future Fayre's using this solution.	Business Regulation and Licensing Manager	2016 Fayre
31	Operational	Car parking	Continue to explore the availability of additional car parking with businesses, schools and outside of the town for park and ride.	Service Manager - Car Parks	December 2015 - April 2019

No.	Theme	Process	Action	Any additional internal staff involved	Timings
32	Operational	Travel	Work in partnership with local travel providers to advertise the availability and frequency of bus and train services to the Fayre.	Marketing Manager	2016 Fayre
33	Operational	Disruption - resident and business engagement	Where possible, use email to communicate with town centre residents and businesses in advance of the Christmas Fayre, particularly regarding arrangements for road closure.	Highways Officer	2016 Fayre
34	Operational	Pedestrian congestion and management of litter	Identify a suitable area outdoors to be used as a break-out area for the consumption of food bought at the Christmas Fayre.	Health and Safety Manager/ Operations Manager (Waste)	2016 Fayre

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Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Recommendation of the Overview and Scrutiny Committee: 11 November 2015: Car Parking Task and Finish Review Group – Final Report	
Report No:	CAB/SE/15/078	
Report to and date:	Cabinet	8 December 2015
Portfolio Holders:	Peter Stevens Portfolio Holder for Operations Tel: 01787 280284 Email: peter.stevens@stedsbc.gov.uk	
Chairman of the Committee:	Diane Hind Chairman of the Overview and Scrutiny Committee Tel: 01284 706542 Email: diane.hind@stedsbc.gov.uk	
Lead Officer:	Mark Walsh Head of Operations Tel: 01284 757300 Email: mark.walsh@westsuffolk.gov.uk	
Purpose of report:	On 22 July 2015, a Task and Finish Review Group was established by the Overview and Scrutiny (O&S) Committee to review car parking across the Borough. Appendix 1 to Report No: OAS/SE/15/017 (and also attached to this report) sets out the conclusions and recommendations of the Review Group, which were subsequently presented to the O&S Committee. For ease of reference and to provide further background to the review, Report No: OAS/SE/15/017 is also attached as Appendix A to this report.	
Recommendation:	It is <u>RECOMMENDED</u> that the fifteen recommendations, as set out in Section 9 of the Car Parking Task and Finish Review Group Report, attached as Appendix 1 to Report No: OAS/SE/15/017, be approved.	
Documents attached:	Appendix A – Report No: OAS/SE/15/017 Appendix 1 – Report by the Car Parking Task and Finish Review Group	

1. Key issues and reasons for recommendation

1.1 Key Issues

1.1.1 In 2012, the Overview and Scrutiny Committee undertook an extensive review of car parking provision and charging in St Edmundsbury. A significant number of recommendations were endorsed by Cabinet on 12 December 2012. This included the need for a full periodic review of car parking across the Borough every 3-4 years. A Task and Finish Group was therefore established by the Committee on 22 July 2015 to undertake this review.

1.1.2 The Terms of Reference for the Task and Finish Group were:

- (1) To evaluate the current performance of the service including usage, the location and condition of the car parks, quality of service delivery, the issues of Fines, car park incentive schemes and customer feedback.
- (2) To consider current levels of occupancy, future capacity projections and any interventions as required.
- (3) To assess the conclusions of the study on the merits and business case for the implantation of Pay on Exit/Automated Number Plate Recognition operation systems.
- (4) To review car park tariffs for the period of the Medium Term Financial Strategy, backed by consultation.
- (5) To identify changes and amendments needed to Traffic Road Order.

1.1.3 In commencing the review, the Task and Finish Group undertook extensive consultation with car parks users; key stakeholders and local businesses. In addition, specialist advice was sought from an independent consultant, Alpha Parking on existing and future capacity for the car parks across Bury St Edmunds and Haverhill.

1.1.4 On 11 November 2015, the Overview and Scrutiny Committee received Report No: OAS/SE/15/017 (Appendix A attached to this report), which set out the conclusions and fifteen recommendations from the Car Parking Task and Finish Review Group on car parking across the Borough (Appendix 1).

1.1.5 The Overview and Scrutiny Committee considered the report in detail and asked a number of questions to which responses were provided. In particular discussions were held on:

- (1) **Parkway multi-storey** – It was noted this was a popular car park because it was cheap and was prime retail parking.
- (2) **Car park tariffs** – Some Members felt that prices would not deter people parking in the centre of town, even with cheaper (or free options) available a little further away, so the Council should not

dismiss the possibility of increasing charges.

- (3) **Ram Meadow** – It was agreed that the Council needed to encourage more people to use the Ram Meadow Car Park, but felt more lighting was needed.
- (4) **Pay-on-exit** – The Task and Finish Group had considered a trial. However, the trial would have cost an estimated £200,000 to install the barriers, the back office operation and a 24-7 service to respond to malfunctions; damage or driver error causing the blocking of exit routes. Pay-on-exit had not been ruled out, and it was envisaged that pay-on-exit would be installed when establishing new car parks particularly.
- (5) **West Suffolk College** – The Task and Finish Group reported that the College had not responded to a request to attend a car parking review meeting. Some Committee members felt the College should take some further ownership of their own parking issues.

1.1.6 The Cabinet Member for Operations informed the Committee that the Alpha Report was good and the Task and Finish Group's recommendations were excellent. What needed to be addressed were future car parking problems, and the Bury St Edmunds' Masterplans would help with this issue.

1.1.7 The Overview and Scrutiny Committee has put forward a recommendation as set out on page one of this report.

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Overview and Scrutiny Committee



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Car Parking Task and Finish Review Group – Final Report	
Report No:	OAS/SE/15/017	
Report to and date/s:	Overview and Scrutiny Committee	11 November 2015
Portfolio holder:	Cllr Peter Stevens Portfolio Holder for Operations Tel: (01787) 280284 Email: peter.stevens@stedsbc.gov.uk	
Lead officer:	Mark Walsh Head of Operations Tel: 01284 757300 Email: mark.walsh@westsuffolk.gov.uk	
Purpose of report:	<p>Cabinet Report CAB/SE/15/002 (Amended) recommended Overview and Scrutiny Committee to undertake a full review of the car parking, including the setting of Tariffs and the consideration of Pay on Exit/ANPR operating systems in July 2015.</p> <p>A Task and Finish Review Group was established by Overview and Scrutiny Committee on 22 July 2015 and this report sets out the conclusions and recommendations of the Review Group on car parking across the Borough.</p>	

Recommendations:	<p>It is <u>RECOMMENDED</u> that the Overview and Scrutiny Committee:</p> <p>(1) Note and comment on the report by the Car Parking Task and Finish Review Group, as set out in Appendix 1.</p> <p>(2) Agree the recommendations (as set out in Section 9 of the Car Parking Task and Finish Review Group report in Appendix 1) for consideration by Cabinet on the 8 December 2015.</p>	
<p>Key Decision:</p> <p><i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input checked="" type="checkbox"/></p> <p>No, it is not a Key Decision - <input type="checkbox"/></p> <p>(a) A key decision means an executive decision which, pending any further guidance from the Secretary of State, is likely to:</p> <p>(i) result in any new expenditure, income or savings of more than £50,000 in relation to the Council's revenue budget or capital programme;</p>	
<p>Consultation:</p>	<p>Consultation has been undertaken with car park users, key stakeholders and local businesses by way of surveys, questionnaires and meetings.</p>	
<p>Alternative option(s):</p>	<p>Other options open to the Car Parking Task and Finish Review Group but not supported by consultation, were:</p> <ul style="list-style-type: none"> • To make no changes to tariffs or improvements to car parking capacity and flexibility of payment • To recommend a 'blanket' percentage increase rise across all car parks in future years. 	
<p>Implications:</p>		
<p><i>Are there any financial implications? If yes, please give details</i></p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> • The Car Parking Task and Finish Review Group has considered car parking tariffs and any investment required in the delivery and operation of the car parks 	

Are there any staffing implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> Pay on Exit/ANPR operations will have an impact on staff work practices and this has been considered within the report. 	
Are there any ICT implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> New technologies for payment has been considered as part of the review 	
Are there any legal and/or policy implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> Any recommendations must be compliant with the Road Traffic Act 	
Are there any equality implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> 	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Car parking Tariffs are set incorrectly resulting in a suboptimal performance	Medium	Regular consultation should be carried to provide clear rationale for proposed changes	Low
Town centres adversely affected by tariff changes	Low	Feedback from customers/ stakeholder and benchmarking information	Low
Ward(s) affected:		All	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>			
Documents attached:		Appendix 1 – Report by the Car Parking Task and Finish Review Group.	

1. Key issues and reasons for recommendations.

1.1 Background

1.1.1 In 2012 the Overview and Scrutiny Committee undertook an extensive review of car parking provision and charging in St Edmundsbury. A significant number of recommendations were endorsed by Cabinet on 12 December 2012 (reference Cabinet Report D223). This included the need for a full periodic review of car parking across the Borough every 3-4 years. A Task and Finish Review Group was therefore established by the Overview and Scrutiny Committee on the 22 July 2015 to undertake this review.

1.1.2 The Terms of Reference for Task and Finish Review Group were:

1. To evaluate the current performance of the service including usage, the location and condition of the car parks, quality of service delivery, the issue of Fines, car park incentive schemes, and customer feedback.
2. To consider current levels of occupancy, future capacity projections and any interventions as required
3. To assess the conclusions of the study on the merits and business case for the implantation of Pay on Exit/ Automated Number Plate Recognition operation systems
4. To review car park tariffs for the period of the Medium Term Financial Strategy, backed by consultation.
5. To identify changes and amendments needed to Traffic Road Order

2. Report Summary and Recommendations

2.1 In commencing the review, the Task and Finish Group undertook extensive consultation with car parks users, key stakeholders and local business. In addition, specialist advice was sought from an independent consultant, Alpha Parking, on existing and future capacity of the car parks across Bury St Edmunds and Haverhill.

2.2 Bury St Edmunds

2.2.1 The key issue for car parking in Bury St Edmunds identified by the consultant was capacity and Review Group, with a current shortfall of 100 spaces at peak times and a requirement for an additional 500 spaces by 2025.

2.2.2 Transaction and survey data confirm that weekend capacity in the central parks does reach 100% capacity at peak times. Conversely Ram Meadow Car Park is only operating at 60% capacity and approximately 300 unoccupied spaces at the same time. To address the current deficit in car parking spaces at weekends, the Review Group has concluded that long staying parking events must be transferred out of the central car parks, specifically Parkway Multi Storey Car Park, to Ram Meadow and Olding Road car parks. This will make available more short stay car parking spaces in the centre of the town, and thereby reduce queuing and congestion in the car parks & on the highway.

- 2.2.3 Whilst the above measures will help relieve pressures now, the Car Parking Task and Finish Review Group feel that it is imperative that Cabinet set up a formal review to identify new car parking provision across Bury St Edmunds. This review should consider future growth proposals and opportunities, and it is recommended that this process is completed no later than 2017.
- 2.2.4 Pay on Exit is recognised as popular with retailers and would provide a flexible payment option with users. Consultation would however suggest that finding a space without queuing is more important with users. Mindful of the impact that congestion is already having in the car parks and on the highway, it is recommended that occupancy levels across the town centre car parks must decrease to below 95% occupancy before Pay on Exit be accommodated within the car parks.
- 2.2.5 The Review Group nevertheless recognises the need to provide car park users with more flexible options to pay for parking. It is therefore recommend that a phased replacement of car parking machines to provide debit and credit card readers and contactless payments is needed over the next three years.
- 2.2.6 Overall, the Working Group proposes that tariff increases should only be applied on car parks which are working at the highest levels of capacity. The vast majority of car parks have no increases applied which reflect the priority of the Review Group to support the vitality of the local economy and people working in the town centre.

2.3 Haverhill

- 2.3.1 The Review Group recommends no significant changes in car parking provision in the town as capacity at most times is well below 'stress levels'. Nevertheless, the proposed development opportunities arising from the recently endorsed Haverhill Town Centre Masterplan means capacity should be monitored by the parking services team as development proposals are implemented.
- 2.3.2 The highest levels of occupancy are found at two car parks – Ehringhausen Way and Leisure Centre car parks, which can become stressed at times during the week. A number of mitigation actions can be implemented including improved direction highway signs to the car parks, incentivising long stay users to use the Meadows Car Park, the withdrawal of long stay car parking at the Leisure Centre and regulated restrictions of the car park owned by the Borough Council at the rear of the Corn Exchange.
- 2.3.3 Whilst no changes to car parking tariffs are proposed (with the exception of lower tariffs at the Meadows Car Park), the Working Group recommends that car parking enforcement should be stepped up with a more visible, daily presence.

2.4 Recommendations

- 2.4.1 The full report of the Task and Finish Review Group for Car Parks is set out in **Appendix 1**. This includes ~~fourteen~~ fifteen recommendations in **Section 9** of the report that addresses the issue of capacity, service delivery, and proposed investment in the delivery of the car parking service.

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REPORT BY THE CAR PARKING TASK AND FINISH
REVIEW GROUP

November 2015

Car Parking Task and Finish Review Group

1. The Review Group

At the meeting of the Overview and Scrutiny Committee on the 22nd July 2015, the following Councillors were appointed to the Car Parking Task and Finish Group

Cllr Jim Thorndyke (Chairman) Cllr Angela Rushen Cllr John Burns

Cllr Susan Glossop Cllr Paul Hopfensperger

The Terms of Reference was agreed as:

- To evaluate the current performance including the usage, the location and condition of the car parks, the quality of service delivery, the issue of fines, car park incentive schemes, and customer feedback.
- To consider current levels of occupancy, future capacity projections and any interventions as required.
- To assess the conclusions of the study on both the merit and business case for the implementation of Pay on Exit/ Automated Number Plate Recognition operation systems.
- To review car park tariffs for the period of the Medium Term Financial Strategy
- To identify changes and amendments needed to the Traffic Road Order.

2. Background and Performance

2.1 Car Parking Charges Review 2012

A Review Group was set up in 2012 by the Overview and Scrutiny Committee to look at car parking tariffs across the Borough. This review recommended that a full review of car parking be undertaken every three to four years and in accordance with that policy decision, this current review has been instigated.

The review in 2012 concluded that all tariffs should be capable of being paid for by using no more than three coins; that an independent study be commissioned to investigate Pay on Exit for one or more of the car parks; expansion of the low emission car parks; and wider promotion of season tickets, RingGo (the payment by phone service) and competitive long stay parking tariffs.

It is noted that all the agreed proposals arising from this previous review were implemented and members of the current Review Group are keen to continue many of the key principles stated above, including the use of three coins for tariff payments and the retention of competitively priced long stay parking.

Investigations into the viability of Pay on Exit and Automated Number Plate Recognition (ANPR) technology has been carried and are summarised in the studies set out paragraphs 2.2 and 2.3.

2.2 Pay on Exit Feasibility Study

A car parking consultancy, 'Mr Parking' Consultancy Services, was jointly commissioned with Our Bury St Edmunds early in 2014 to undertake a study on the technical feasibility of providing Pay on Exit using barrier and/or Automatic Number Plate Recognition (ANPR) control mechanisms within our car parks.

The study recommended that Pay on Exit using barriers and tickets / tokens or Pay by Plate ANPR could be extensively used in all the larger car parks across the Borough, subject to some minor reconfiguration. The capital costs of each type of operation are broadly comparable; both would reduce the level of enforcement needed compared to traditional pay and display and potentially provide users with greater flexibility.

Whilst the report suggests each mechanism can potentially generate additional income from longer staying customers, no detailed costing has been undertaken on the likely expenses of operation, nor the impact of potentially longer staying customers on current occupancy and capacity levels within our car parks. However, it is understood that the costs can be substantial, particularly where exit barriers are employed as it is necessary to have 24/7 rapid response in case of malfunction, damage or driver error causing the blocking of exit routes.

2.3 Car Parking Capacity and Management Study

St Edmundsbury Borough Council commissioned Alpha Parking Ltd to undertake a review of car parking capacity and the operational management of the car parks earlier in the year. The Report is attached in Appendix A.

(i) Bury St Edmunds

The consultancy report concluded that car parking capacity in Bury St Edmunds at weekends has a current shortfall of 100 car parking spaces. Over the short term, this weekend capacity deficiency could be managed by (i) the transfer of town centre long stay provision in the central car parks to Ram Meadow car park; (ii) higher tariffs on short stay parking; and (iii) changes to the maximum length of stay at given car parks.

The report concludes that if the above mitigation measures are adopted, the town will have sufficient capacity to service car parking need for up ten years. Over this period, the report recommends that the Borough Council should address the need for an additional 500 car parking spaces by 2025.

Aside from the central retail core of the town, the consultants recommend that the Council seek land purchase/ rental agreement opportunities to relieve pressure on car parking in the vicinity of the Cathedral and Westgate Street area.

With regard to Pay on Exit/ ANPR operating systems, the report recommends that due to technical and legal compliance issues, ANPR should not be considered. Pay on Exit could be provided but

will require the successful implementation of mitigation measures to address weekend capacity in the first instance. It is suggested that a minimum operation of three Pay on Exit car parks would break even on the basis of the resources needed to operate a 24/7 service.

(ii) Haverhill

The report recommends no interventions are required on capacity or management of car parks in Haverhill over the short to medium term.

2.4 Car Parking Performance

(i) Bury St Edmunds

Bury St Edmunds has 1,703 short stay car parking spaces and 1,578 long stay spaces in the town centre.

Town Centre Car Parks – Bury St Edmunds

Car Park	Spaces	Total Parking Events in 2014
Cattlemarket	862 SS	701,492
St Andrews	369 SS/ 184 LS	327,722
Robert Boby	110 SS	252,677
Ram Meadow	794	223,908
Parkway Multi	600	217,337
Parkway Surface	265	122,930
Lower Baxter	36	47,036
School Yard East	23	24,851
School Yard West	38	24,766
Total	3,218	1,942,719

In addition, public car parks are provided at Bury Leisure Centre, Hardwick Heath, Nowton Country Park and West Stow (tariffs apply) and free car parking at Olding Road (Weekends), Morteon Hall Community Centre, Lawson Place, Heldhaw Road, Southgate Community Centre and Holywater Meadow. This provides an additional 900 spaces in the area around the town.

The table above set out the number of parking event in 2014 with a total of 1,942,719 parking events were recorded across the town centre car parks. This represents growth of 4% on 2013. The most popular car parks were the Cattlemarket (which received just over 700,000 visits), St Andrews Car Park (327,722 users) and Robert Boby (252,677 users).

These figures include car parking events where a ticket was purchased from a pay and display machine and through our pay by phone option, known as 'RingGo'.

The number of RingGo transactions in Bury St Edmunds in 2014 was 76,360 (compared to 37,782 in the previous year) and it is anticipated that pay by phone transactions will be reach 100,000 in 2015 based on current demand.

The Borough has 5,500 users registered to RingGo on the system and approximately 100 new customers each week.

Weekly tickets sales (offering up to 50% off daily charges), has increased by 66% over the course of the past 12 months and approximately 220 are currently sold each week. It is also interesting to note that 50% of all weekly tickets are purchased by phone (RingGo) in Parkway MSCP.

Whilst weekly tickets sales for long stay car parking have steadily increased, the number of Season Permits sold has declined by almost a quarter. As of 1st July 2015 a total of 354 permits had been sold this year compared to 439 in 2013.

The car parks are regulated by a Parking Order created under the Road Traffic Act 1984. Where an offence is observed in a car park in contravention of an order, our parking attendants are authorised to issue fines call Excess Charge Notices (ECN's).

Failure to pay an excess charge is a civil offence and individual cases are taken to a Magistrates' Court where further costs and an additional fine may become payable. During the financial year 2014/15, a total of 3,268 Off Street Excess Charge Notices were issued in Bury St Edmunds. It should be noted that almost 99.9% of all customers understand and comply with car parking regulations.

A number of special conditions exist on some of the Bury St Edmunds car parks. Cattlemarket must be retained as a short stay car park (maximum stay 4hrs) under the development agreement. The first hour of charging on Robert Boby car park is set by the developer whilst Parkway Multi Storey is managed by an external estates company between 6pm and 1am daily , all day on Sunday and Bank Holidays. Lower Baxter Street car park income is shared with the National Trust under a land covenant, and all tariffs collected on the leisure centre car parks in Bury St Edmunds and Haverhill are refunded to leisure centre users.

(ii) Haverhill

The town has 1,008 car parking spaces across the town, with the exception of Lower Downs Slade car park, they all provide a mix of short and long stay car parking. In 2014, a total of 414,597 parking events were recorded across the town centre car parks set out below.

Car Park	Spaces	Total Parking Events in 2014
Ethringshausen	202	176,850
Lower Downs Slade	96	106,900
Town Hall	279	62,781
Leisure Centre	138	55,285
Meadow	250	12781
Rose and Crown (Corn Exchange)	43	Not recorded
Total	1,008	414,597

The most popular car parks are Ehringshausen Way (Jubilee Walk) which received just over 176,850 visitors, Lower Downs Slade Car Park (106,900 users) and Town Hall (67,781 users). In contrast, the Meadows Car Park recorded only 12,781 parking events.

Total parking events in 2014 represented an increase of just over 5,000 parking events on the previous year.

The above usage data includes ticket purchased through RingGo. The town recorded 2,653 pay by phone RingGo transactions in 2014 compared to 1,936 in 2013.

With regard enforcement, a total of 248 penalty notices were issued across the off street car parks in Haverhill.

(iii) Comparison of charges with other locations

Tariffs across competing towns and cities in the region, and those of a similar demographic and profile are set out in Appendix D.

3. Consultation

3.1 User Consultation

Consultation was undertaken by way of a survey of car park users by the car parking services team in both Bury St Edmunds and Haverhill at point of use. A copy of the survey and summary of results can be found in Appendix C

(i) Bury St Edmunds (sample - 345 users across all town centre car parks)

The survey clearly demonstrates a high level of satisfaction on the location, condition, cleanliness and safety. This does support the ongoing external award of 'Park Mark' endorsement to all our pay and display car parks across the Borough.

Satisfaction levels were slightly lower on the issue of a finding a car parking space (more of an issue at weekends evidenced by survey results) and visibility of car parking enforcement patrols.

The most recurring themes were the availability of car parking spaces, the quality of car parking machines and litter.

The consultation exercise sought the views of car park users on the pricing of tariffs. The majority of users (57%) felt the current tariff structure was about right and 32% of respondents saying they are too high, and 11% stating they were cheap (from the data this was largely attributed to long stay car park users and visitors).

User opinion on Pay on Exit was also sought. Of all those asked whether their stay would be enhanced or extended by Pay on Exit, 58% said it would not.

- (ii) Haverhill (sample – 40 users in Ehringhausen Way/ Lower Down Slade car parks)

Compared with Bury St Edmunds, satisfaction in car parks was significantly lower with 50% of users feeling the car parks were busy, 30% said the car parks were in a poor condition and 70% of respondents seeing no sign of car parks being patrolled.

The general view of car park users in Haverhill was that charging was too high and that only 10% felt that their stay would be enhanced or extended by Pay on Exit.

3.2 Stakeholder Engagement

- (i) Bury St Edmunds

Two focus groups were held in the town to consider car parking provision, capacity and operations. A total of 18 organisations/businesses were invited to these sessions with the following organisations participating: Our Bury St Edmunds, Suffolk County Council, the Chamber of Commerce, Bury St Edmunds Town Council, West Suffolk College, ARC Centre Management, St Edmundsbury Cathedral, The Apex and Abbeycroft Leisure.

These meetings identified access to the destination and ease of finding a space as the most important issue in the delivery of car parking. Intensity of use was viewed as high, with no spare capacity in the south of the town. Tariffs were seen as important but not the key priority; flexibility on how to pay was seen as more important.

Key issues arising from these meetings were:

- Affordability of tariffs, particularly for workers in the town
- Shortage of car parking provision in the south of the town
- Most important factor for users is finding a car parking space and not queuing
- Retailers strongly support pay on exit
- Improved Signage in some locations
- Free/ low tariff car parks – we need to promote the ‘park and walk’ initiatives as well
- Support for easy to use and flexible payment systems (e.g. cashless payments/contactless and apple-pay)
- Tariff incentives work but most users do not base choices on where to park on tariffs alone.
- Concern that Pay on Exit would lead to higher tariffs given the cost of infrastructure
- Congestion on highway
- Suggestion that workers, residents and nearby visitors should be encouraged towards non-car modes.

- (ii) Haverhill

Ten organisations/businesses in the town were invited to a focus group with participations from Haverhill Town Council, Abbeycroft Leisure and the Voluntary Sector. The key issues

arising from this meeting were parking on the High Street, poor access from the Town Hall car park into the High Street, no long stay car parking in the south of the town, very low levels of enforcement of the car parks, and capacity constraints on the Leisure Centre car park with a need for greater long stay displacement to the Meadows Car Park. The focus group also supported regulation of the car park at the rear of the Corn Exchange building (known locally as the Rose and Crown car park).

The group felt that more promotion was needed as to the location of the car parks and disabled bay parking, with new signage to the car parks to encourage users to car parks other than Ehringhausen Way and Lower Downs Slade.

Recognition was given to the Haverhill Town Centre Masterplan and the proposals for development in the north-west and north-east of the town and enhancements to the local economy. This may impact twofold on car parks via (i) expansion of the town centre onto car park land and (ii) increasing usage. It was acknowledged therefore, that whilst the capacity of the car parks could accommodate growth, car parking provision would need to be reviewed periodically as the plan progresses.

In addition to the focus group, 55 questionnaires were distributed to town centre retail businesses of which 34 were returned, representing a response rate of 62%. The results of the consultation are summarised in Appendix D. The majority of respondents felt car parking provision in the town was average, with businesses responding more good than poor. It was the view of the businesses that the core purpose of the car park was to support firstly the shopper, then the worker and resident. The most important factors for any car park are its location close to the destination, that it's easy to find and that it offered low tariffs.

When businesses were asked how parking in the town could be most improved, the clear response was a review of the High Street parking restrictions which are the responsibility of Suffolk County Council and enforced by the Police Authority. Free periods of parking were also considered a positive measure, and would be welcomed between 12-1pm and after 3pm (in line with the current Friday incentive).

On the issue of tariffs, approximately 50% viewed the tariffs as too high; 40% about right and 10% low. If a rise in tariffs was to be initiated, preference was given to an increase in long stay tariffs and the introduction of an evening charge.

4. Bury St Edmunds – Key Issues

4.1 Capacity and the ability to easily find a car parking space has been highlighted as the most important issue by consultants, users and stakeholders. The industry standard for an effective and efficient car park is 95% occupancy; any car park operating above this level is known as 'stressed' and results in low turnover over of parking events, less availability of spaces, queuing and congestion. From the evidence supplied from the consultancy report with one exception, we are

generally meeting customer need for week day car parking in Bury St Edmunds. Car parks have capacity and users have no waiting time to find a car parking space.

- 4.2 The exception is Parkway Multi Storey Car Park (MSCP). This car park is shown to marginally exceed the 95% guideline for occupancy levels during midday on weekdays. The Review Group identifies the popularity of this car park for all day users being its close location to the retail area, West Suffolk College and businesses, whilst a nearby long stay alternative at St Andrews is considerably higher priced and not an alternative for the price inflexible user. Ram Meadow has on average 40% available capacity during the week on the other hand. The high level of occupancy on Parkway MSCP will mean it not being able to accommodate increasing demand and can only be mitigated by transfer of vehicles to St Andrews and Ram Meadow. Assuming this can be achieved it is concluded no additional car parking capacity is needed by weekday users until 2025.
- 4.3 Weekend parking: This is clearly a matter of concern in Bury St Edmunds. The study reports that the central car parks have occupancy levels well in excess of the 95% guideline for 3-4 hours on a Saturday with Cattlemarket, Parkway MSCP and St Andrews reaching 100% occupancy. The Review Group notes that it is predicted the issue will continue to grow, with Parkway Surface car park reaching full occupancy by 2018 and by 2020 these car parks will have no capacity for up to 4hrs.
- 4.4 Conversely, whilst the central town is working at a 'stressed' level at times throughout the weekend, Ram Meadow on average has approximately 300 spaces available. The Review Group have considered the low usage of this car park in comparison to the other car parks particularly as it offers the lowest car parking tariffs. Improving the highway signage has been identified as a key issue along with its link into the town centre, with more maps and pedestrian signage required. The rebranding of the car park is recommended as a 'visitor and business workers' car park.
- 4.5 The Review Group are mindful of the car parking capacity challenge as set out by the consultants in Car Parking Capacity and Management Study (Appendix A, Paragraph 7.8). As we stand, the town has deficiency of 100 spaces at peak times over the weekend. Should the Council wish to achieve all our car parks at not more than 95% occupancy level at weekends, interventions are needed to transfer users to Ram Meadow. This will manage capacity until 2025 at which time a minimum of a 500 additional spaces will be required.
- 4.6 If car park users were directed and incentivised to Ram Meadow, overall capacity in the town centre may be sufficient at weekends until 2025. The Council is committed to the promotion of sustainable transport and to encourage visits into the town centre by public transport, through cycling and the use of low emission and electric cars (a bid has been submitted for an additional two electric car charging points in the town). Nevertheless, we are mindful of the year on year growth in car parking events and popularity of the town as a shopping/tourist destination and to reflect this, the Review Group has resolved to address the short term capacity issues.
- 4.7 At weekends, Parkway MSCP provides 600 spaces in the heart of the town centre of which 37% are long stay users (staying 4 hrs or more) occupying almost 400 spaces. Given the significant capacity at Ram Meadow, it is the view of the consultants and Review Group, that a weekend

reduction in the maximum length of stay restriction to 4hrs at Parkway MSCP would allow more car parking acts in each parking bay, potentially allowing an extra 250 cars to park on a Saturday and Sunday and would equate to around 80 spaces at peak times.

4.8 Tariffs have also been identified as another mechanism to manage the car parking capacity. The tariff comparison in Appendix D suggests that the cost of long stay car parking is extremely low in comparison to Cambridge, Ipswich, Norwich and towns of a similar size such as Kings Lynn, Winchester and Chichester. This is particularly the case when you consider that the cost of a £7.50 weekly ticket is equivalent to £1.07 per day if you park every day on Parkway MSCP and Ram Meadow car parks. Mindful that we need to incentivise as many users to Ram Meadow to relieve town centre capacity, the Review Group recommends an increase in all long stay tariffs on Parkway MSCP, including the weekly ticket and season ticket price, whilst no changes will need be applied to either St Andrews Long Stay or Ram Meadow.

4.9 Short Stay tariffs are viewed as competitive with other destinations providing they are capped no higher than current charges on Cattlemarket and School Yard West Car Parks. Based on the capacity issues at weekends and finite availability of spaces, it is the view of the Review Group that the cost per space should be higher at weekends than weekdays, when there is ample availability. The success of the 'Free from Three' offer on Tuesday demonstrates how tariffs can change car parking behaviour and higher charges at weekend will provide the car park user with a choice on when to use the car park particular if they are incentivised by price. Therefore it is proposed to increase weekend short stay fees on St Andrews and Parkway given their close proximity to the town and bring them more into line with neighbouring central car parks at Cattlemarket and School Yard West. Again, Ram Meadow will remain unchanged and offer a significantly cheaper tariff.

4.10 Weekday tariffs across the board are viewed as highly competitive and user feedback suggests they are about right. No proposals are made to increase the tariffs with only two exceptions:

- (i) The low emission tariffs are considerably cheaper than neighbouring car park tariffs and have not been changed since introduction, and should be increased.
- (ii) Parkway Surface car park tariffs should be in line with short stay charges on Parkway MSCP and not significantly less than those on the adjacent Cattlemarket Car Park.

4.11 Outside of the central car parks in Bury St Edmunds, is Hardwick Heath Car Park. Whilst serving the country park, the car park also serves as overflow parking for the adjacent West Suffolk Hospital. At hospital visiting times the car park is full and it is proposed to extend the car park to provide 30 additional bays.

4.12 Park and Ride has been considered as a mechanism to manage car parking capacity in the town which would offer flexible long stay parking, and a tool to reduce traffic and congestion on the town centre roads. In deliberation, a number of issues caused concern for the Review Group. Neighbouring towns and cities in the region are ceasing or reducing park and ride services due to high operational costs (e.g. Ipswich is ceasing it's services, Cambridge is reducing services and Norwich is increasing fees). The park and ride service provided for the Christmas Fayre requires subsidy, despite charging £8 per day to visitors using the service. It is the view of the Review

Group that neither Bury St Edmunds nor Haverhill would be able to offer a competitively priced, non-subsidised scheme. Furthermore, the land purchase of sites around the periphery of the towns for a park and ride facility, construction costs and accommodating bus lanes (where possible) in the town centres would require significant investment with a long pay back on investment.

4.13 Whilst much of this section of the report has focussed on capacity and tariffs, the Review Group felt it was important to note the free weekend car park at Olding Road. It was recognised that unlike most other major retail destinations, the town does have free car parking within a 10 minute walk of the town centre. This does offer an alternative to the loss of all day car parking at Parkway MSCP at weekends. It was agreed that more promotion of the car park was needed, that the car park should be signed from the highway and pedestrian signage to the town centre should be improved.

5. Haverhill

5.1 Evidence from occupancy testing in the town's car park would point to significant capacity both now and over the medium term. Town Hall Car park and Meadows have on average levels of 40% and 20% occupancy. Conversely Ehringhausen Way (known locally as Jubilee Walk Car Park) and Lower Downs Slade have much higher levels with an average 70%. Ehringhausen can be full at times on a Saturday whilst other car parks generally see decline at weekends in comparison to weekdays.

5.2 To mitigate the higher capacity in Ehringhausen Way and Lower Downs Slade car parks, it is recommended that more investment in highway signage around the town to the car parks is needed. In addition, better connectivity between the High Street and the Car Parks has been noted as an aspiration. The Haverhill Masterplan has identified this as part of its core improvement plan for the town centre, but the Review Group has also identified access from the Town Hall Car Park as an area for improvement.

5.3 The Meadows Car Park is the least performing car park considered as part of the review of the Borough's car parks. It is located slightly out of the High Street but close enough for town centre workers to walk to work. It neighbours the Haverhill Leisure Centre which has a capacity problem on its own car park, with occupancy approaching 90% at peak times. It is clearly not in the interest of the businesses to see this car park full and therefore the Review Group recommends the maximum stay restriction should be lowered from all day parking to 3hrs. This would provide users of the Leisure Centre enough time to participate in their chosen pastime. Anyone wishing to stay longer and mindful of the higher levels of occupancy at Ehringhausen Way, it is recommended to encourage users to the Meadows Car Park where a reduced tariff structure is proposed.

5.4 Long stay capacity in Haverhill is located to the north east of the High Street with no provision in the south. Mindful that the car park at the rear of the Corn Exchange building (known as the Rose and Crown Car Park in the current Traffic Road Order) is owned by the Council, it is proposed to formalise the restriction in the Traffic Road Order and provide long stay parking in this area of town.

- 5.5 The Review Group has noted that Haverhill has no Electric Car Charging Points and would therefore propose the installation of two bays in a car park.
- 5.6 In the two weeks leading up to Christmas 2014, the Borough Council provided a free from 3pm car parking incentive in the town. To monitor usage, anyone parking in a car park had to visit the car parking machine and request a free ticket. This allowed the Council to compare the number of parking events in 2014 after 3pm with 2013 (which was chargeable). The data that was produced was inconclusive as it showed that the free parking did not generate a significant change in use. Feedback has been that the initiative was not widely promoted and that the car park users were not aware that they still needed a parking ticket. This year, we will offer the same scheme and undertake more promotion and car parking attendant presence. This will allow the Council to reconsider the economic benefit of incentives.
- 5.7 The Review Group has noted the issue of parking on the High Street and would encourage ongoing discussions between Suffolk County Council (the Highway Authority), St Edmundsbury Borough Council and Suffolk Police to find a sustainable solution to the problems.

6. Pay on Exit/ ANPR

- 6.1 Considerable investigation has been given to the both Pay on Exit and Automatic Number Plate Recognition (ANPR) control mechanisms. Each system could be accommodated in our larger car parks and would provide users with a more flexible method of payment.
- 6.2 The ANPR mechanism is new and not as reliable as pay on foot or pay and display. If the County moved towards Civil Parking Enforcement (CPE) and devolution powers, the system would not be compliant with the Traffic Management Act 2004 legislation. The Review Group would defer any decision on implementation of this system until a time when a decision of CPE is made to avoid the risk of significant outlay.
- 6.3 Pay on Exit is recognised as popular with retailers and would provide a flexible payment option with users. Surveys suggest however that finding a space without queuing is more important with users than method of payment.
- 6.4 The cost of implementing Pay on Exit is considerable as the system would need to be activated for 24hrs per day. Whilst no enforcement of the car parks would be needed a parking attendant would need to be on hand at all times of the day. It is recommended that a minimum of three Pay on Exit car parks would need to be installed on the basis of economies of scale. The cost of installing the equipment and back of house system is in excess of £270,000 whilst the on-going revenue and loss of Excess Charge Notice income would be £65,800. Clearly a significant investment for the authority and whilst desirable, the question for the Review Group is would it help resolve the issue of capacity in Bury St Edmunds?
- 6.5 The principal of Pay on Exit is that it provides the user with the flexibility of extending their stay and is supported by Town Centre Managers as it suggests that by extending the stay, the user

spends more in the shops. The Review Group has received mixed evidence to support or disprove that claim. However all parties are agreed that the system encourages the user to stay longer. The capacity data on St Andrews, Cattlemarket and Parkway MSCP (car parks which could accommodate Pay on Exit) all suggest that at weekends they reach 100% occupancy. The Review Group's conclusion would be that to implement Pay on Exit before it addressed the capacity issue would exacerbate the current problems and lead to further congestion in and around the town from queuing traffic.

6.6 The Review Group were mindful that being able to extend the users stay already existed by using RingGo. Those parking in a car park which had a maximum time restriction of 4hrs yet had only paid for three hours by RingGo, could use their telephone to extend the stay by a further hour without the need to go back to the car.

6.7 It is also noted that whilst in consultation with users there was a mixed view on Pay on Exit, many customers would support the introduction of debit/credit card and contactless payment machines (i.e. machines that did not rely on coins only). These machines are customer friendly and would reduce the number and cost of cash collections.

7. Future Capacity

7.1 The Review Group considered the implications for car parking capacity across the Borough.

7.2 In Haverhill, the occupancy rate across the total car parking spaces is on average 80% and therefore no intervention is required over the short to medium term.

7.3 In Bury St Edmunds, the immediate deficiency in car parking provision over the course of weekend can be mitigated with a mix of long stay transfer, maximum stay restriction and tariff changes. The aim is to reduce occupancy rates down to 95% in all car parks at peak times for the short term. The Review Group is mindful that as a result of housing growth, car ownership increases, increase in parking events arising from the expansion of West Suffolk College and the vibrancy of town centre, the growth in car parking events will continue. The consultancy report suggests that by 2025 a further 400 spaces will be required in the town centre.

7.4 Therefore the Review Group are very clear that whilst they are taking actions to solve the short term capacity issues, an action must be recommended for Cabinet to set up a formal review to identify additional car parking provision across Bury St Edmunds. This review should consider future growth proposals and opportunities and urge that this process is completed no later than by 2017. This would enable time for the procurement and construction of the new car parking spaces, as appropriate, by 2025.

7.5 A more immediate action for intervention is the area in the south of the town which has limited public off street car parking. Whilst the Review Group are mindful of the limited land availability in this area and tight narrow street configuration, they would like further dialogue with all key land owners in the area to explore car parking opportunities.

8. Conclusions

The Review Group have considered the views of businesses, car parking users and independent specialist. A balance is clearly needed that addresses the issues of capacity and service delivery, investment, cost in providing the service and the cost to the user.

8.1 Bury St Edmunds

8.1.1 This review can only manage the current shortfall in capacity of 100 car parking spaces at weekends through tariff setting, restrictions to the length of stay and marketing. This can only be a short term as reliance on increasing tariffs and imposing further length of stay restrictions could deter people from visiting the town. A solution to additional capacity is needed within the next 2-3 years, specifically with a view for a minimum of 500 additional car parking spaces.

8.1.2 In the short term and acknowledging the evidence supplied in the Car Parking Capacity and Management Report 2015, Ram Meadow retains significant capacity at weekends with 40% spare capacity and approximately 300 unoccupied car parking spaces. Therefore the transfer of long stay park events to this car is needed to make available more short stay parking in the central car parks.

8.1.3 Car parking spaces are at a premium at weekends in the central car parks and for the car parks to work at its most efficient, the churn of car must be regular. This can be encouraged by higher levels of charges in comparison to weekdays. The Review Group recommends the implementation of higher charges in St Andrews and Parkway Surface Car Parks that are comparable to the level of tariffs on Cattlemarket.

8.1.4 The only car park that is operating around 'stress level' during the week is the Parkway Multi Storey Car Park. Benchmarking data and independent review suggests this car parking as being significantly under-priced due to its proximity to the town centre and West Suffolk College, and its proximity to the higher priced long stay car park in St Andrews. It is recommended to increase both the daily tariff, Weekly and Season Ticket in the Parkway Multi Storey to manage demand and promote Ram Meadow. Despite an increase in tariff, the car parks would still be less than St Andrews and remain significantly cheaper than the other destinations benchmarked in this report.

8.1.5 Weekday car parking tariffs are viewed as highly competitive and important to the town centre economy. The Review Group proposes no increases to short stay car park tariffs with the exception of Parkway Surface (to bring in line with the Parkway Multi Storey Tariffs) and School Yard East (slight increase to the heavily discounted low emission scheme).

8.1.6 Overall, the Review Group proposes tariff increases on just the car parks which are working at the highest levels of occupancy. The vast majority of car parks have no changes applied which reflect the ambition of the Review Group to support the vitality of the town centre and people working in the town centre

8.1.7 Further addressing the concerns of capacity in the town at weekends, the Review Group are keen for further discussions with businesses and developers in the south of the town with a view to finding additional public car parking. In assessing car parking provision in the vicinity of

West Suffolk Hospital, it is recommended that additional capacity can be found on Hardwick Heath Car Park.

- 8.1.8 With regard to car parking operations, an ANPR car parking management system is not felt appropriate given the reliability of this new system and compliance with the Traffic Management Act 2004. Pay on Exit is recognised as popular with retailers and would provide a flexible payment option with users. Surveys suggest however that finding a space without queuing is more important with users. Mindful of the negative impact that congestion is already having in the car parks and on the highway, it is recommended that occupancy levels across the town centre car parks must decrease to below 95% occupancy before Pay on Exit can (i) accommodate users extending the length of the car parking stay; and (ii) avoid significant congestion on the highway.
- 8.1.9 The possible future implementation of a Pay on Exit system should not delay the phased upgrade of the Car Parking Machines with a view to replacing all machines with debit and credit card readers and contactless payments features over the next two to three years. Not only will the machines be more 'customer' friendly, it will reduce the cost of cash collections and the banking of money.
- 8.1.10 A permanent Park and Ride facility is viewed as not cost effective and sustainable given the current levels of car parking activity. Furthermore the road network would not be able to accommodate dedicated bus lanes in the town.
- 8.1.11 Whilst the 'Free from Three' parking initiative in Bury St Edmunds proved popular with users and reportedly boosted mid-week trade for the town centre, it does require a heavy subsidy. It is the view of the Review Group that any further extension of the scheme would need to be cost neutral and that no increase to mid-week tariffs should be applied to off-set the loss of income. On that basis, not expansion of the existing scheme is proposed.

8.2 Haverhill

- 8.2.1 Given the high levels of spare car parking capacity that exists within the town centre, the Review Group recommends no significant changes. Nevertheless, the proposed development opportunities for the town arising from the recently endorsed Haverhill Masterplan means capacity should be monitored by the parking services team as development proposals are planned and implemented.
- 8.2.2 The highest levels of occupancy are found at two car parks – Ehringhausen Way and Leisure Centre car parks, which can become stressed on a Saturday and at evenings respectively. A number of mitigation actions can be implemented including more direction highway signs to the car parks, incentivising long stay users to use the Meadows Car Park and the withdrawal of long stay car parking at the Leisure Centre.
- 8.2.3 The deficiency of long stay car parking in the south of the town can be addressed by regulated provision in the Council owned car park at the rear of the Corn Exchange (Rose and Crown Car Park).

8.2.4 Whilst no changes to car parking tariffs are proposed (with the exception of lower tariffs at the Meadows Car Park), the Review Group recommends that car parking enforcement should be stepped up with a more visible, daily presence.

9. Recommendations

The Review Group make the following recommendations:

Recommendation 1

That the Council promotes:

- (i) that all tariffs remain highly competitive in comparison to similar towns
- (ii) the location of the car parks through directional signage
- (iii) the flexible cashless, pay by phone option – RingGo
- (iv) on line permits/season tickets

Recommendation 2

The purchase and installation of two further Electric Car Charging Points in Bury St Edmunds and two new Electric Car Charging Points in Haverhill.

Recommendation 3

The Council reviews all signage in the car parks with a view to making information easy to understand and more visible, including tariff boards and disability parking bays.

Recommendation 4

Changes to car parking and season ticket charges across the Borough are detailed in Appendix E.

Bury St Edmunds

Recommendation 4 5

To transfer long stay car parking at weekends from Parkway MSCP to Ram Meadow by:

- (i) Improve signage to Ram Meadow Car Park from the highway
- (ii) Investigate improvements to the pedestrian route into the town centre from Ram Meadow and quality of infrastructure/signage in the car park
- (iii) Rebranding of Ram Meadow Car Park as the Visitor and Long Stay Car Park
- (iv) No change to Ram Meadow charges
- (v) Parking at Parkway Multi Storey should be limited to a 4 hour maximum at the weekend, with the exemption of weekly and season ticket holders.

- Recommendation 5 6 **The Car Parking Task and Finish Review Group feel that it is imperative that Cabinet set up a formal review to identify additional car parking provision across Bury St Edmunds. This review should consider future growth proposals and opportunities and urge that this process is completed no later than 2017.**
- Recommendation 6 7 **As a matter of priority, the Borough Council seeks discussions with businesses and developers in the south of Bury St Edmunds with a view to finding additional public car parking in the area.**
- Recommendation 7 8 **It is recommended that additional capacity of 30 spaces can be found on Hardwick Heath Car Park.**
- Recommendation 8 9 **The Council promotes the availability of free parking at weekends at Olding Road.**
- Recommendation 9 10 **To instigate a phased upgrade of car parking machines with a view to replacing all machines with car readers and contactless payments features over the next two to three years.**
- Recommendation 10 11 **It is recommended that occupancy levels across the town centre car parks must decrease to below 95% occupancy before Pay on Exit can (i) accommodate users extending the length of the car parking stay; and (ii) avoid significant congestion on the highway.**
- Recommendation 11 12 **That the Borough Council works with Suffolk County Council and key stakeholders in the development of a Transport Strategy for Bury St Edmunds which promotes sustainable transports and help addresses the capacity challenges for off street car parks.**

Haverhill

- Recommendation 12 13 **It is recommended that Haverhill Leisure Centre car park be limited to a maximum stay of 3hrs.**
- Recommendation 13 14 **To implement up to 4hrs and All Day parking restrictions on the Rose and Crown Car Park in Haverhill.**
- Recommendation 14 15 **To provide an additional 15 hours off-street car parks enforcement each week by the parking services team in Haverhill.**

Appendices

Appendix A –Car Parking Capacity and Management Study 2015

Appendix B – Tariff Comparison with other Towns

Appendix C – Consultation responses from User Questionnaires.

Appendix D – Summary of Business Survey respondents in Haverhill

Appendix E - Proposed changes to car parking and season ticket charges across the Borough from 1st April 2016

Appendix B – Tariff Comparisons

Place	Up to 1hr	Up to 3hrs	Up to 4hrs	All Day
Cambridge	£2	£5.70	£8	£20
Ipswich	£1	£3.00	£4	£4
Norwich	£1.50	£3.90	£6	£10
Winchester	£1.30	£3.50	£4.50	£6
Chichester	£1.20	£2.20	£3.10	£4.90
Kings Lynn	£1.40	£2.10	£3.40	£2.20
Newmarket	£0.60p	£1.00	£1.60	£2.00
Saffron Walden	£0.40p	£2.00	£3.00	£3.50
Bury St Edmunds	£1.10	£1.80	£2.20	£2.30
Haverhill	£0.40p	£1.00	n/a	£2.00

Appendix C – Questionnaire Consultation Results – Bury St Edmunds

No. of surveys completed: 345

April/ May 2015

1. Where have you arrived from?

Place	No. of responses	%
Bury St Edmunds	88	25%
Within 10 miles of BSE	47	14%
Mildenhall, Lakenheath, Brandon	45	13%
Newmarket	28	8%
Cambridge	20	6%
Haverhill	19	6%
Ipswich	17	5%
Sudbury	16	5%
Ely/Soham	14	4%
Stowmarket	11	3%
Diss	8	2%
Thetford	7	2%
Norwich	4	1%
S Walden	3	1%
Colchester	3	1%
Other	15	4%

2. What is the reason for the visit?

	No. of responses	%
Work	56	16%
Tourist	23	7%
Shopping	232	67%
Appointment (services)	7	2%

Family/friends	11	3%
Cinema	16	5%

3. What is the duration of your visit?

	No of responses	%
All day	43	12%
4 hrs.	42	12%
3 hrs.	108	31%
2 hrs.	120	38%
1 hr.	30	7%

4. How often do you use the car parks?

	No. of responses	%
Daily	42	12%
Once per week	92	27%
More than once per week	45	13%
Couple of times per week	25	7%
Monthly	80	23%
Rarely	61	18%

5. How do you rate:

	Yes	No
Are the car parks well located	99.4%	0.6%
Are the car parks in good condition	97.7%	2.3%
Are they clean?	96.3%	3.7%
Are they safe?	98.9%	1.1%
Are they patrolled?	81.8%	18.2%
Did you find a space easily?	80.6%	19.4%

6. How do you rate the level of tariffs?

	No. of responses	%
Cheap	38	11%
About right	197	57%
High	110	32%

7. Would you stay longer with Pay on Exit?

	No. of responses	%
Yes	145	42%
No	200	58%

Comments

Weekly ticket would still be cheap at £10

Tariffs confusing x 2

Multi storey car park charges low, cattle market charges too high

Ipswich pay on exit always failing - waste of money

Less than 1 hr would be good

Poor car parking machines x 5

Cattle market charges too high

Problem of finding car parking space x 8

Why can't all car parks have a cheap 1hr rate

Compared to Cambridge, Ipswich and Norwich the charges are very low

Instead of free from 3 on Tuesday, can't all car parks have a lower rate after 3pm

Low emissions rate isn't fair

Litter x 5

Free parking needed in late afternoon

More low emission spaces

More long stay spaces

Pay on exit not needed for size of town

Spaces too small

More disabled parking x 2

Low emission fantastic

Never seen an attendant

Pay on exit doesn't work in Cambridge

Free parking on Sunday

Appendix D - Summary of Business Survey respondents in Haverhill

	Question 1	“Do you have any comments/observations on the general parking situation in the town?”
Survey Ref	Type Of Business	Comments Made
1	Restaurant	Too much blue badge parking on the High Street where plenty is available in the car parks.
7	Bookmakers	You can park behind Ladbrokes if you arrive early. There is often broken glass in the road.
8	Street Trader	In the modern era car use, with time pressure, it is important for consumers to be able to drive up to businesses and park then pop in and buy before driving off.
9	Retail	After 3 p.m. free parking is too for free parking.
20	Clothing Retailer	Should have parent and child spaces in car parks as spaces just wide enough to open door. Hard to get to children out of car.
21	Shoe Retailer	Observations: the High Street is an absolute nightmare with cars parking both sides all day causing obstruction!
25	Ladies Clothing Retailer	No free car park. Free from 3 PM on Fridays is not encouraging enough for shoppers.
26	Shoe Retailer	High Street should only be for disabled and deliveries.
31	Retail	The parking on Queen’s Street, when the road is open, is terrible and needs to be monitored as people just park anywhere!
32	Shoe Repairs	Adequate spaces in car parks but no one uses them, instead preferring to park in High Street/Queen’s Street/Tesco’s.
33	Electrical retailer	Too expensive! Good rates to workers in town! Make Lower Downs Slade car park long stay as it used to be!
35	Kitchen & Bathrooms	Most people take option of free parking in Tesco’s for short stay shopping. Long stay for workers in the town gets penalised.
36	Photographers	I would like to see free parking in Haverhill.
39	Bookmakers	
41	Bakers	Plenty of spaces reasonably priced.
42	Motor Spares	Need more spaces and need to be free.
45	Housing Association	Expensive. Business should be given parking permits.
49	Bank	People don’t like to pay for their parking so use our car park a lot customers and non-customers.
50	Retail Clothing	No problems experienced. Good value compared to Cambridge.
52	Video Library	Yes. The High Street should have designated parking areas including parking bays for blue badge holders. The High Street should be open 24/7 providing convenient access to shops and services.
53	Estate Agent	No convenience parking for a one stop purchase.
55	Sweet Shop	It should be free. We are not a busy town!!

	Question 2	“The most important users of the car parks are...”
Survey Ref	Type Of Business	Comments Made
10	Jewellers	We should have 10p a day parking. Do a trial for three months. See if the footfall increases in the High Street.
20	Clothing Retailer	A car park for workers would be beneficial to make space for visitors and shoppers.
25	Ladies Clothing Retailer	We need to encourage shoppers into our town with the offer of free parking to keep our High Street alive.
33	Electrical retailer	When do we get tourists?
35	Kitchen & Bathrooms	Priority should be given to shoppers.
39	Bookmakers	These are all important users as if there weren't any of these people the town would be a waste of time.
41	Bakers	It's important we have enough spaces to draw customers into the town.
42	Motor Spares	
45	Housing Association	We have many clients and visitors to our offices that refuse to pay car parking prices for short 5 minute dealing.
49	Bank	Shoppers tend to use High Street mostly to avoid paying for parking charges and more convenient.
52	Video Library	Concessions for shop and office workers to use the white elephant car park (Meadows) might be a good idea?
55	Sweet Shop	Shop workers could apply for a weekly parking permit at a small cost.

	Question 3	“The most important factor all for the car park is...”
Survey Ref	Type Of Business	Comments Made
11	Coffee Shop	More people are likely to visit the town and use local parking facilities if it caters for everybody's needs.
33	Electrical retailer	Would be great if the machines took £2 coins!
35	Kitchen & Bathrooms	Make it easy.
36	Photographers	Free parking will help our town.
39	Bookmakers	Too many disabled spaces in car parks seeing as they all park on High Street and not in car park.

	Question 4	“The change that would most improved car parking in Haverhill is...”
Survey Ref	Type Of Business	Comments Made
8	Street Trader	Open the High Street (revert to road/pavement style). Place short stay car parking along one side of the road. Safety aspect. Children know where they stand ‘used to a road surface being risky’.
9	Retail	More car parking in High Street. Restricted hours reduced or removed.
10	Jewellers	Free parking from 3 p.m. every day would be good, free all day Saturday. The parking bays outside Boots and the post office should be used for one hour parking on an all-day basis.
21	Shoe Retailer	Give people change.
32	Shoe Repairs	As a business owner in Queen’s Street, I would forget ‘pedestrianisation’ and go back to parking outside shops in designated bays/spaces. Shoppers don’t want to park in car parks and walk to shops. That’s why there is so many cars still using the High Street.
33	Electrical retailer	Free two-hour parking to encourage shoppers into town as Tesco’s free 3 hour parking hasn’t improved footfall in town.
35	Kitchen & Bathrooms	Free parking and easy access is <u>essential</u> if we are serious about encouraging people using behavioural retail in High Street and Queen’s Street.
39	Bookmakers	Help the workers that are being forced to pay to park.
41	Bakers	More free parking periods would increase customer footfall in shops.
52	Video Library	Car parks aren’t the problem. The High Street is the issue. Proper access to shops and services is what is needed.
53	Estate Agent	Free any time first hour parking.
55	Sweet Shop	Enforcement could be higher if it was free for two hours. That would stop all day parking.

	Question 6	“If the cost of parking were to increase, please indicate which proposals you would support...”
Survey Ref	Type Of Business	Comments Made
9	Retail	Free car parking required to level the playing field against the out of town retailers Sainsbury’s, Halfords etc.
10	Jewellers	We need more people to come into the high Street to shop. Increasing parking charges would drive people away.
21	Shoe Retailer	If prices were to increase (even though I think they are reasonable) people would park anywhere they could without paying i.e. High Street
30	Retail	No increase supported.
33	Electrical retailer	Any increase in car park fee will really kill the town!
34	Computer Repairs	Drivers pay enough to be on the road so parking should be free.
35	Kitchen & Bathrooms	We need to encourage people, not send them elsewhere.
36	Photographers	Really need to do something to bring people into town.
41	Bakers	We need to be finding ways to get people to shop here not giving them

	Question 6	“If the cost of parking were to increase, please indicate which proposals you would support...”
Survey Ref	Type Of Business	Comments Made
		more reasons not to by increasing parking costs.
42	Motor Spares	No increase.
52	Video Library	Free parking permits the shops and office workers in the town centre?
55	Sweet Shop	All short stay should be free for 1 to 2 hours. No long stay close to town centre.

		“Any other comments?”
Survey Ref	Type Of Business	Comments Made
8	Street Trader	We want the High Street to thrive and vehicle access is vital for this to happen.
9	Retail	The number of charity shops in Haverhill town centre has probably doubled in the last 2 years. This is a strong indication that things are not good. We need to encourage people into the town centre. Free car parking would increase footfall in the town centre.
10	Jewellers	We need parking bays up the high Street. One hour parking is that people can drop in and move on. Similar to our dear friends embarrassing Edmunds in the butter market. People won't pay. We are all lazy in shorter time. Let's make the High Street a buzzing centre again otherwise 2031 really won't matter. We won't have a High Street.
21	Shoe Retailer	Personally I don't think the curb should ever have been dropped. Daily I see so many near accidents out the front of the shops, some actual, involving cars and people. The High Street gets block regular with cars and vans parking both sides to do their weekly shopping in Iceland or just popping into Greggs or Card Factory.
22	Jewellers	Bring in a system of parking like Sudbury. Free but with ticket.
25	Ladies Clothing Retailer	Haverhill as a town should offer a bike park to encourage cyclists to bike and not drive. Bike parking is very limited in town and needs to be monitored with CCTV and under cover which is not a lot to ask
35	Kitchen & Bathrooms	I know free parking across the town's car park is a dream only, but cheap easy access to High Street and Queen's Street is the only way forward. Free short stay parking in the High Street works in other towns. Please think long-term about the town, the businesses and not the <u>revenue</u> .
39	Bookmakers	The parking issue is awful. On 23 September 20 parking tickets were issued in the town centre and that was from the PCSO's mouth. Parking in Haverhill is outrageous and is killing the town centre.
52	Video Library	If Haverhill 'market' town is to survive the High Street must be fit for purpose providing convenient 'pop & shop' access to shops and services. Current restrictions should be lifted and parking bays installed.
55	Sweet Shop	If people could park for free for 1 to 2 hours they would shop at any shop with time to shop at other shops. Don't need any long stay unless shops apply for long stay staff at a small price perhaps.

Appendix E – Recommended Tariffs from 1st April 2016

Tariffs in red indicates change

Car Park	30 mins	1 hr	2 hr	3hr	4 hr	All Day	Night Charge
Cattle Market (Mon- Sun)		£2.00	£3.00	£3.50	£4.00		£1.00
St Andrews long stay (Mon-Sun)						£3.00	
St Andrews short stay (Mon –Fri)	60p	£1.10	£2.00	£2.70			£1.00
St Andrews short stay (Sat – Sun)	60p	£1.10 £1.80	£2.00 £2.50	£2.70 £3.00			
Ram Meadow (Mon- Sun)			£1.50	£1.80		£2.30	
Parkway Multi (Mon-Fri)			£1.50 £1.80	£1.80 £2.00		£2.30 £2.70	
Parkway Multi (Sat-Sun)			£1.50 £2.00	£1.80 £2.50	£3.00 New Tariff	£2.70 Deleted	
Parkway surface (Mon-Fri)			£1.60	£2.00	£2.20		
Parkway surface (Sat-Sun)			£1.60 £2.00	£2.00 £2.50	£2.20 £3.00		
Robert Boby		20p	£2.20	£3.00			£1.00
Lower Baxter	60p	£1.50	£2.20				£1.00
School Yard East				£1.80 £2.00			£1.00
School Yard West		£2.00	£3.00	£3.50	£4.00		£1.00
Bury LC				£2.30			
Hardwick Heath		40p	£2.20	£4.50		£10.50	
Ehringshausen Way		40p		£1.00		£2.20	
Lower Downs Slade		40p		£1.00			

Car Park	30 mins	1 hr	2 hr	3hr	4 hr	All Day	Night Charge
Town Hall		40p		£1.00		£2.00	
Leisure Centre				£1.00 New Tariff		£2.20 Delete	
Meadows		40p		£1.00 Delete	£1.00 New Tariff	£2.20 £1.50	
Rose and Crown					£1.00 New Tariff	£2.00 New Tariff	

Weekly Ticket Prices from 1st April 2016

Car Park	Current Price	Price from April 1 st 2016
Parkway MSCP	£7.50	£9.50
St Andrews CP	£10.50	£11.50
St Andrews CP (low emission rate)	£9.00	£10.00
Ram Meadow	£7.50	£7.50
Meadow Car Parks	New Tariff	£7.00

Season Ticket Prices from 1st April 2016

Car Park	Duration	Current Price	Price from April 1 st 2016
Parkway MSCP	8 Weeks	£60	£76
	12 Weeks	£90	£114
	26 Weeks	£195	£245
	40 Weeks	£300	£380
	52 Weeks	£390	£490
St Andrews	8 Weeks	£84	£92
	8 Weeks (low emission)	£72	£80
	12 Weeks	£126	£138
	12 Weeks (low emission)	£108	£120
	26 Weeks	£273	£299
	26 Weeks (low emission)	£234	£260
	40 Weeks	£420	£460
	40 Weeks (low emission)	£380	£400
	52 Weeks	£546	£598
52 Weeks (low emission)	£468	£520	
Ram Meadow	No Changes to be applied.		

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Report of the Performance and Audit Scrutiny Committee: 25 November 2015	
Report No:	CAB/SE/15/079	
Report to and date:	Cabinet	8 December 2015
Portfolio Holder:	Ian Houlder Portfolio Holder for Resources and Performance Tel: 01284 810074 Email: ian.houlder@stedsbc.gov.uk	
Chairman of the Committee:	Sarah Broughton Chairman of the Performance and Audit Scrutiny Committee Tel: 01284 787327 Email: sarah.broughton@stedsbc.gov.uk	
Lead Officer:	Christine Brain Scrutiny Officer Tel: 01638 719729 Email: christine.brain@westsuffolk.gov.uk	
Purpose of report:	<p>On 25 November 2015, the Performance and Audit Scrutiny Committee held an informal joint meeting with members of Forest Heath's Performance and Audit Scrutiny Committee, and <u>considered the first five items jointly:</u></p> <ol style="list-style-type: none"> (1) Mid Year Internal Audit Progress Report 2015-2016; (2) Subscription Charge for the Brown Bin Service; (3) Balanced Scorecard Quarter 2 Performance Report (2015-2016); (4) West Suffolk Strategic Risk Register Quarterly Monitoring Report – September 2015; (5) Work Programme Update; (6) Ernst and Young – Presentation of Annual Audit Letter (2014-2015); 	

	<p>(7) Financial Performance Report (Revenue and Capital) Quarter 2 – 2015-2016;</p> <p>(8) Delivering a Sustainable Budget 2016-2017 – Update; and</p> <p>(9) Mid Year Treasury Management Report and Investment Activity (1 April – 30 September 2015).</p>
Recommendation:	The Cabinet is requested to <u>NOTE</u> the contents of Report CAB/SE/15/079, being the report of the Performance and Audit Scrutiny Committee.
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input type="checkbox"/></p> <p>No, it is not a Key Decision - <input checked="" type="checkbox"/></p> <p>Report for information only.</p>
Consultation:	<ul style="list-style-type: none"> • See reports listed in Section 2 below.
Alternative option(s):	<ul style="list-style-type: none"> • See reports listed in Section 2 below
Implications:	
<i>Are there any financial implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any staffing implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any ICT implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers
<i>Are there any legal and/or policy implications?</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
<i>Are there any equality implications? If yes, please give details</i>	Yes <input type="checkbox"/> No <input type="checkbox"/> Please see background papers.
Risk/opportunity assessment:	Please see background papers.
Ward(s) affected:	Please see background papers.
Background papers:	Please see background papers, which are listed at the end of the report.
Documents attached:	None

1. Key issues and reasons for recommendation

1.1 Mid-Year Internal Audit Report 2015-2016 (Report No: PAS/SE/15/028)

- 1.1.1 The Committee received and **noted** the report, which advised Members of the work of the Internal Audit Section for the first half of 2015-2016 (Appendix A), including the variety of corporate projects and activities which were supported through the work of the team.
- 1.1.2 The report also included an update on progress made against the 2015-2016 Internal Audit Plan previously approved by the Committee in June 2015.

1.2 Subscription Charge for the Brown Bin Service (Report No: PAS/SE/15/029)

- 1.2.1 The Committee was asked to consider and approve in principle a West Suffolk subscription charge for the brown bin service to take place from April 2016.
- 1.2.2 Following the agreement of full Council to implement a subscription charging scheme between £35 and £50, additional work had been undertaken to ascertain the most appropriate charging level. Based on analyses contained within Report No: PAS/SE/15/029, it was recommended that the subscription charge be set at £40 per year, per bin, per household. Further details around the practicalities of the scheme were currently being worked through. However, it was anticipated that if households were allowed additional brown bins these would also be charged at £40 per year. The implementation and take-up of the scheme would be reviewed in three years or before, if necessary.
- 1.2.3 The £40 charge across West Suffolk had been established to reflect a range of variables and assumptions and had also taken into account:
- experience elsewhere;
 - impact on the service revenue budget; and
 - enabling efficient payment transactions.
- 1.2.4 Members scrutinised the report in detail and asked a number of questions to which responses were duly provided. In particular, discussions were held on:
- whether the annual brown bin subscription charges should be set at £39 or £40;
 - the administrative costs for the collection of the subscription charges;
 - the types of payment system to be used for the collection of the subscription charges and how residents would be able to pay for this service; and
 - for the scheme to be reviewed after a one year take-up.

- 1.2.5 As the final detail on some of the issues discussed were not currently available, Members requested a further update to be provided to the next meeting of the Performance and Audit Scrutiny Committee on 28 January 2016.
- 1.2.6 A motion was moved, and seconded, that a brown bin annual subscription charge of £39 be approved, which was contrary to the Officer recommendation of £40 and that the scheme should commence on 4 April 2016 with 26 collections per year. The motion was put to the vote and was lost.
- 1.2.7 It was subsequently **RECOMMENDED** to the Head Of Operations:

That the Performance and Audit Scrutiny Committee, approves, in principle, to a £40 brown bin annual subscription charge, as detailed in Report No: PAS/SE/15/029, and agrees to the implementation of the charge with effect from 1 April 2016, by the Head of Operations, in line with the Council's Fees and Charges Policy, subject to further consideration of:

- (1) the administrative costs for the collection of the subscription charges;
- (2) the types of payment systems to be used for the collection of the subscription charges and how residents would be able to pay for this service;
- (3) reviewing the scheme after a one year take-up; and
- (4) a further update being presented to the Performance and Audit Scrutiny Committee at its meeting on 28 January 2016.

1.3 **Balanced Scorecard Quarter 2 Performance Report (2015-2016)**
(Report No: PAS/SE/15/030)

- 1.3.1 The Committee received and **noted** Report No: PAS/SE/15/030, which set out the West Suffolk Balanced Scorecards being used to measure the Council's performance for 2015-2016 and an overview of performance against those indicators for the second quarter of 2015-2016. The six balanced scorecards (attached at Appendices A to F to Report No: PAS/SE/15/030) were linked to the Head of Service areas, including the proposed performance measures, targets and quarter one data.
- 1.3.2 Most indicators reported performance against an agreed target using a traffic light system with additional commentary provided for performance indicators below optimum performance.
- 1.3.3 Across all service balanced scorecards, there were indicators measuring the performance of the transactional finance functions. These were "% of non-disputed invoices paid within 30 days" and "% of debt over 90 days old". In the first quarter of the year, against these indicators, all services areas had failed to meet the targets of more than 95% of non-disputed invoices paid with 30 days and less than 10% of debt over 90 days old.
- 1.3.4 The finance and performance team had been working with service areas to try and improve performance against both of these measures. As a result of this, performance against both of these indicators had improved across

the Council. Invoices paid within 30 days had risen from 78.50% in June to 87.96% in September 2015. Debt over 90 days had dropped from 62.53% in June to 47.25% in September. Although these figures were still not within the target range, it shows improvements had been made.

1.4 **West Suffolk Strategic Risk Register Quarterly Monitoring Report – September 2015(Report No: PAS/SE/15/031)**

- 1.4.1 The Committee received and **noted** the second quarterly risk register monitoring report in respect of the West Suffolk Strategic Risk Register. The Register was updated regularly by the Risk Management Group and at its recent meeting in November 2015 the Group reviewed the target risk, the risk level where the Council aimed to be, and agreed a current risk assessment. These assessments formed the revised West Suffolk Risk Register (Appendix 1 to Report No: PAS/SE/15/031). Some individual controls and actions had been updated and those which were not ongoing and had been completed by September 2015 had been removed from the Register.
- 1.4.2 There had been no new risks or amendments made to any existing risk and no new risks had been closed since the Strategic Risk Register was last reported to the Committee.
- 1.4.3 Members scrutinised the report and asked questions to which officers duly responded.

1.5 **Work Programme Update (Report No: PAS/SE/15/032)**

- 1.5.1 The Committee received and **noted** its Work Programme which provided information on current items scheduled to be presented to the Committee during 2016.

1.6 **Ernst and Young – Presentation of Annual Audit Letter (2014-2015) (Report No: PAS/SE/15/033)**

- 1.6.1 The Committee received and **noted** this report which updated Members on the outcome of the annual audit of the 2014-2015 financial statements by Ernst Young as detailed in their Annual Audit Letter for 2014-2015, attached as Appendix 1 to Report No: PAS/SE/15/033. The letter confirmed the completion of the audit of the 2014-2015 financial statements.
- 1.6.2 It was reported that the planned audit fee for the year remained unchanged (£58,356). Works on the certification of claims and returns had not net been completed and the final fee in relation to this work would be reported to its meeting on 28 January 2016.

1.7 **Financial Performance Report (Revenue and Capital) Quarter 2 (2015-2016) (Report No: PAS/SE/15/034)**

- 1.7.1 The Committee received and **noted** the quarterly monitoring report which informed Members of the year end forecast financial position.

- 1.7.2 The latest Revenue Budget Summary for the year to date position after six months currently showed an underspend of £83,500. In terms of the Council's Capital Financial position, the Council had spent £1,445,566 of its capital budget of £13,660,104 at 30 September 2015. The table set in paragraph 1.3.2 of the report provided a high level summary of capital expenditure against budget for 2015-2016, as well as the year end forecast variances of £5,305,000.
- 1.7.3 The Resources Team would continue to work with Budget Holders to monitor capital spend and project progress closely for the remainder of the financial year and an updated position would be presented to the Performance and Audit Scrutiny Committee on a quarterly basis.
- 1.7.4 Members discussed the report in detail, particularly Appendix B (Revenue Budget detail) covering off street car parks; street furniture and members allowances and expenses, to which officers duly responded.
- 1.7.5 Members also discussed Appendix C (Capital Budget summary) covering Environmental Improvement Works, Risbygate Street (budget no longer needed); St Andrews Street South access arrangements (awaiting completion) and Peach Maltings (budget no longer needed), to which officers agreed to provide a written response.
- 1.8 **Delivering a Sustainable Budget 2016-2017 – Update - (Report No: PAS/SE/15/035)**
- 1.8.1 The Committee received and **noted** the report which updated members on progress made towards delivering a balanced budget for 2016-2017. The report included additional pressures and progress made to date in achieving the 2016-2017 savings target. These were now being incorporated into the budgets, over and above those items which had been brought to the Committee at its September 2015 meeting.
- 1.8.2 The update provided for a balanced budget position for 2016-2017. This included an assumption of a Council Tax freeze for 2016-2017. However, this part of the budget setting process was subject to a full Council decision on 23 February 2016. The position was also prior to communication of the Finance Settlement announcement in December 2015 and could therefore change as a result. Figures contained within the report were also subject to final calculation of the tax base.
- 1.9 **Mid-Year Treasury Management Report 2015-2016 and Investment Activity (1 April to 30 September 2015) (Report No: TMS/SE/15/005)**
- 1.9.1 Following the Treasury Management Sub-Committee's consideration of Report No: TMS/SE/15/005 on 16 November 2015, the Chairman verbally reported on the Sub-Committee's consideration of the report, which summarised the Treasury Management activity for the first six months of the 2015-2016 financial year.
- 1.9.2 The Treasury Management Sub-Committee had scrutinised the investment activity for 1 April to 30 September 2015, asking questions of officers. In

particular the Sub-Committee discussed the increase in budgeted income for the period and suggested that more information should be provided in future reports on the breakdown of the investment balances held, in particular figures regarding the split between the Councils Revenue, Capital and General Fund Reserves. This would be included in future reports within the table summarising the investment activities during the report period.

- 1.9.3 The Performance and Audit Scrutiny Committee considered the report and there being no decision required, **noted** the contents of the report.

2. Background Papers

- 2.1.1 [Report PAS/SE/15/028 to the Performance and Audit Scrutiny Committee: Mid-Year Internal Audit Progress Report 2015-2016](#)
- 2.1.2 [Report PAS/SE/15/029 to the Performance and Audit Scrutiny Committee: Subscription Charge for the Brown Bin Service](#)
- 2.1.3 [Report PAS/SE/15/030 to the Performance and Audit Scrutiny Committee: Balanced Scorecards Quarter 2 Performance 2015-2016](#)
- 2.1.4 [Report PAS/SE/15/031 to the Performance and Audit Scrutiny Committee: West Suffolk Strategic Risk Register Quarterly Monitoring Report – September 2015](#)
- 2.1.5 [Report PAS/SE/15/032 to the Performance and Audit Scrutiny Committee: Work Programme Update](#)
- 2.1.6 [Report PAS/SE/15/033 to the Performance and Audit Scrutiny Committee: Ernst and Young – Presentation of Annual Audit Letter \(2014-2015\)](#)
- 2.1.7 [Report PAS/SE/15/034 to the Performance and Audit Scrutiny Committee: Financial Performance Report \(Revenue and Capital\) Quarter 2 – 2015-2016](#)
- 2.1.8 [Report PAS/SE/15/035 to the Performance and Audit Scrutiny Committee: Delivering a Sustainable Budget 2016-2017 Update](#)
- 2.1.9 [Report TMS/SE/15/005 to the Performance and Audit Scrutiny Committee: Mid-Year Treasury Management Report 2015-2016 and Investment Activity \(1 April to 30 September 2015\)](#)

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Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Review of Cabinet Area Working Parties	
Report No:	CAB/SE/15/080	
Report to and date:	Cabinet	8 December 2015
Portfolio holder:	John Griffiths Leader of the Council Tel: 07958 700434 Email: john.griffiths@stedsbc.gov.uk	
Lead officer:	Alex Wilson Director Tel: 01284 757695 Email: alex.wilson@westsuffolk.gov.uk	
Purpose of report:	<p>On 28 May 2015, the Cabinet, as part of its annual review of Cabinet Working Parties, Joint Committees/Panels and other Groups (Report No: CAB/SE/15/032 refers), resolved that:</p> <p><i>'For the reasons given in paragraph 1.2.2 of Report No: CAB/SE/15/032, further consultation be carried out with all councillors and partners on the future of the Bury St Edmunds, Haverhill and Rural Area Working Parties with the outcomes and potential way forward being reported back to Cabinet ...'</i></p> <p>This report presents the outcomes of the consultation and recommends a potential way forward regarding the future of the Area Working Parties.</p>	
Recommendations:	<p>It is <u>RECOMMENDED</u> that:</p> <p>(1) in accordance with the adopted West Suffolk Families and Communities Strategy, emphasis be placed on the new focus of Ward Members working with locality officers, and the ability for Borough Councillors to investigate locality issues through a variety of existing mechanisms, which could range from informal Ward Member meetings through to formal scrutiny reviews; and accordingly that</p>	

	<p>(2) the Bury St Edmunds Area Working Party be disbanded and, if required, proposals for a locality forum for Bury St Edmunds be developed with other local authorities and partners, building on the learning from Haverhill and Suffolk County Council’s Our Place meetings;</p> <p>(3) the Haverhill Area Working Party be disbanded but the need for timetabled, regular discussion meetings be recognised to enable Haverhill Borough Councillors to examine, debate and act on locality issues when needed with appropriate Portfolio Holders and officers; and</p> <p>(4) the Rural Area Working Party be disbanded and it be replaced with a quarterly Parish Forum by re-launching St Edmundsbury Borough Council’s existing Parish Conference, with the possibility of an Annual Parish Conference for West Suffolk.</p>
<p>Key Decision:</p> <p><i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input type="checkbox"/></p> <p>No, it is not a Key Decision - <input checked="" type="checkbox"/></p>
<p>Consultation:</p>	<ul style="list-style-type: none"> This is set out in Section 1.3 and 1.4 below.
<p>Alternative option(s):</p>	<ul style="list-style-type: none"> The Cabinet resolved to carry out consultation on the future of the Area Working Parties, therefore no other options have been considered.
<p>Implications:</p>	
<p><i>Are there any financial implications? If yes, please give details</i></p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> The review has been undertaken within existing resources. Any changes required as a result of the review will also be borne from existing budgets. Reductions in staff time needed to support the working parties will be reflected in future resource planning.
<p><i>Are there any staffing implications? If yes, please give details</i></p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <ul style="list-style-type: none">
<p><i>Are there any ICT implications? If yes, please give details</i></p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <ul style="list-style-type: none">

<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> The proposed direction as set out in the recommendations above supports the Council's Strategic Priorities and in particular, the adopted Families and Communities Strategy. 	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> 	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Opportunities for joint working are missed	Medium	Consider engaging joint working wherever possible.	Low
Duplication of effort between member bodies	Medium	Carry out a review of working parties to ensure that they are all still relevant and adding value and do not cross over with the activities or other bodies e.g. partnership forums, scrutiny committees or task and finish groups	Low
The number of meetings cannot be accommodated with available member and officer time and resources	High	Carry out a review to disband working parties no longer required but seek tangible alternative mechanisms for members to engage in local issues.	Medium
Ward(s) affected:		All Wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		Cabinet Report No: CAB/SE/15/032 28 May 2015	
Documents attached:		None.	

1. Key issues and reasons for recommendations

1.1 Background

- 1.1.1 Further to the resolution of Cabinet on 28 May 2015, as reproduced on the first page of this report, consultation was undertaken with borough councillors, partners and stakeholders regarding the future of the Bury St Edmunds, Haverhill and Rural Area Working Parties.
- 1.1.2 The purpose of any Cabinet working party is to deliver the Cabinet's priorities and functions, ideally without duplicating the role of any other committee or the ward members. In this context, the Cabinet's three Area Working Parties (AWPs) were set up to deliver specific Cabinet priorities in the rural, Bury St Edmunds and Haverhill areas. The AWP's have all evolved over time and the number of meetings has also reduced. In 2014/2015 eleven AWP meetings were held in the three areas, resulting in only three formal recommendations to Cabinet.
- 1.1.3 This reflects a change in approach, particularly in the case of the Bury and Rural AWP's, which had a member-led work programme which was designed to allow informal discussion between Ward Members, officers and partners on matters affecting their communities. This reduced the resources required to support the AWP's and allowed a very local focus on some geographically specific issues. However, it did on occasion duplicate the constitutional role of scrutiny committees, other working parties and other partnership bodies. Furthermore, while entirely legitimate and productive, it was mostly more of a locality function than the direct delivery of any Cabinet priorities, reflected in the number of onward recommendations.
- 1.1.4 In the case of Haverhill AWP, there has been a strong focus over the last year on the development of the town centre masterplan, a piece of work being carried out with the ONE Haverhill Partnership. Reflecting this partnership, the Haverhill AWP has been attended by representatives of both the Town Council and the ONE Haverhill Partnership.
- 1.1.5 Cabinet was keen, through this review, to see this positive evolution of the AWP's continue for 2015-2019 but it is equally mindful of the need, at a time of reducing resources, to reduce any duplication in the discussion of issues, within the Council and between tiers of local government and partners. In the case of Borough-wide issues, Cabinet would also like to see scrutiny committees play an even stronger role as envisaged in the new joint constitution for West Suffolk.

1.2 Initial Proposals from Cabinet

- 1.2.1 As part of the consultation documentation, consultees were asked for their views on possible alternative mechanisms for the future consideration of locality issues.
- 1.2.2 The initial proposals, agreed informally with Cabinet Members, put forward to be tested as part of the consultation were:

Bury St Edmunds: Building on one of the existing arrangements with local partners such as Suffolk County Council's Our Place meetings, Our Bury St Edmunds (the Business Improvement District (BID)), Chamber of Commerce, etc., there is a possibility of setting up a new locality forum in Bury St Edmunds. However, setting up more regular liaison between the borough, county and town councils (as achieved in Haverhill through ONE Haverhill), as well as other partners, might be an idea to pursue in the short term.

Haverhill: Building upon the existing arrangements of the ONE Haverhill Partnership (allowing for its current review of future working arrangements), there is the potential to establish a new locality arrangement in Haverhill, working with Ward Members and locality officers.

Rural Area: Mirroring the success of a similar approach in Forest Heath, a quarterly Parish Forum could be held, to allow the discussion of rural issues between parish, borough and county council representatives and partners, with invited speakers. An annual Parish Conference, potentially for the whole of West Suffolk, could then be organised.

1.2.3 For clarification, any of the arrangements above could refer matters to Cabinet or a scrutiny committee. Similarly, it was pointed out in the consultation materials that there was nothing to stop councillors arranging informal and ad hoc meetings of their own to consider a locality issue (which already occurs).

1.2.4 In terms of any outstanding business in the work programmes of the Area Working Parties (AWPs), it was suggested that these matters could be referred, as appropriate, to Portfolio Holders (in consultation with local councillors), Cabinet, Overview & Scrutiny Committees, other working parties or any successor arrangements of the AWPs so these matters are still progressed as necessary.

1.3 **Consultation Process**

1.3.1 Borough councillors, partners and stakeholders were invited to reply by 30 September 2015; however some further discussion was held with partners in respect of potential future arrangements beyond this date as reported to Cabinet on 20 October 2015. Parish councils were also consulted at the Parish Conference on 12 October 2015. The feedback has now been analysed and recommendations formulated taking the responses received into account.

1.4 **Brief Summary of Consultation Responses Received**

1.4.1 Responses were received from seven borough councillors, Our Bury St Edmunds, Suffolk County Council (Public Health and Protection), the West Suffolk Clinical Commissioning Group (WSCCG), Bury St Edmunds Town Council and Haverhill Town Council plus 11 attendees of the Parish Conference on 12 October 2015. The following provides a summary of the responses received:

1.4.2 **Bury St Edmunds Area Working Party (BAWP)**

- Some Borough Council members from Haverhill felt that the current structure and arrangements of ONE Haverhill would not be a suitable model for replication.
- Not a detrimental step if this Working Party no longer existed and the ONE Haverhill model may be worthy of consideration provided that the purpose and focus is clear to ensure meetings remain productive.
- Working with key partners such as the County Council is essential as so many issues overlap borough and county responsibilities and residents do not appreciate the distinction.
- Support for potential alternative models for locality engagement, such as the creation of an organisation offering a similar environment to BAWP but which is broader than the current form.
- Clarity is required on the issues that should and can be discussed.

1.4.3 **Haverhill Area Working Party (HAWP)**

- A desire from Borough Council members from Haverhill to work together to deliver beneficial changes.
- A desire to see HAWP membership broadened to include all elected Haverhill members at each level of local government and other agencies such as WSCCG, Police and the Chamber of Commerce, to take on the key issues in Haverhill.
- Recognition of a need for a democratically accountable hybrid, chaired by an elected borough council Member but including town and county council Members.
- Recognition of the good collaborative work on the Haverhill Masterplan (which was led by the ONE Haverhill Partnership)
- Recognition that the presence of a Cabinet Member on the ONE Haverhill Partnership has probably resulted in greater awareness of Haverhill and its problems at both borough and county level.
- Recognition that HAWP and the ONE Haverhill Partnership have similar objectives – improving the quality of life in Haverhill; however this can sometimes lead to a lack of clarity over who has 'ownership' of a particular issue which can lead to duplication with matters being considered at both forums by representatives on both HAWP and the ONE Haverhill Partnership.
- Many positives recognised for collaborative working, however, a number of concerns were raised regarding the suitability of the ONE Haverhill Partnership to take forward locality issues on its own.
- Feedback informed the Borough Council that a recent review of the ONE Haverhill Partnership is looking to understand where partners might work together to share resources, knowledge and expertise making it much more enabling.
- Suggestion that all 10 Haverhill Borough councillors should be on any local group.
- Suggestion that future meetings should take place in Haverhill (although Haverhill Town Council also stated that meetings could be held at West Suffolk House to assist in saving officer time and resources)
- Recognition of the local scrutiny role of HAWP.
- HAWP should be retained but its Terms of Reference should be amended to facilitate shorter, more focussed meetings.

- With many new Councillors in Haverhill since the elections in May 2015, HAWP should be given a chance to operate, at least for a trial period.

1.4.4 **Rural Area Working Party (RAWP)**

- Desire to retain RAWP but with the majority of work being done by email. An annual scheduled meeting should be held with the ability to arrange additional meetings should business be of particular significance.
- Quarterly parish forums seem a good way forward and the existing annual Parish Conference is well attended and very useful.
- Suggestion (in 1.1.2 above) sounds great, think parish councils will also welcome this approach.
- Rural areas should have a mechanism for discussing common issues.
- Of the 11 respondents present at the Parish Conference, 10 were in favour of the proposal provided in 1.1.2 above.

1.4.5 **Other General Comments**

- Consistency in the decision regarding the future of the Area Working Parties i.e. either all are disbanded or all remain.
- Speaking with other longer-serving councillors, things have moved on and the Area Working Parties have probably served their purpose.
- Support shown by the WSCCG for all three initial proposals from Cabinet, as provided in 1.1.2 above.

2. Families and Communities Strategy: Context

- 2.1 In accordance with the Council's adopted Families and Communities Strategy, the following proposals are designed to promote a locality based approach, which aims to be led by Members working in their communities and supported by locality officers.
- 2.2 Much of the development of local issues will involve the commissioning of projects and initiatives that are community-led hence the need for the Borough Council to engage in more collaborative working with other tiers of local government and key partners.
- 2.3 The proposals in section 3 below have therefore not only taken the outcomes of the consultation into account regarding the future of the Area Working Parties but also emphasise the ability for Ward Members (and the communities they represent) to drive the development of issues affecting their areas through a variety of mechanisms.

3. Comments in Response to Consultation and Amended Proposals

3.1 Bury St Edmunds

- 3.1.1 Taking the above feedback into account, there appears to be a need for greater collaborative working on developing proposals for Bury St Edmunds in a more directed and cohesive way.
- 3.1.2 It is therefore proposed that the Bury St Edmunds Area Working Party should be disbanded and, if considered appropriate, evolve by building on the

learning from Haverhill and Suffolk County Council's Our Place meetings. This would ensure that the Borough Council fully integrates with Bury St Edmunds Town Council, Suffolk County Council and other key partners to ensure local proposals in Bury St Edmunds can be driven forward more effectively and efficiently. Greater clarity on the purpose and objectives need to be established to ensure meetings remain productive and focussed on what is being set out to be achieved.

3.2 **Haverhill**

3.2.1 The fundamental issues which came forward from the consultation mainly relate to the constitution and governance of the ONE Haverhill Partnership, and how the town's Borough Councillors will engage in locality issues. It is clear from the consultation and subsequent discussions that the consultation proposal set out in 1.2.2 above can be adapted to address the concerns raised.

3.2.2 The ONE Haverhill Partnership is currently undertaking a review of its future working arrangements and our Families and Communities Team and Haverhill Town Council are working with them on this work. We could therefore formally feed in the comments from Members as part of this process. In particular a need for:

- a revised "vision" and remit for the ONE Haverhill Partnership;
- clarity around membership of the ONE Haverhill Partnership's Board to formally include a variety of elected Members (Town/ Borough/County) and other stakeholder representatives;
- consideration of how the ONE Haverhill Partnership ensures openness and transparency and a high level of public engagement; and
- a re-emphasis of the ONE Haverhill Partnership's delivery role and commitment to partnership working to ensure focus remains on what is being set out to be achieved.

3.2.3 However it is acknowledged that the ONE Haverhill Partnership is only a specific project delivery mechanism and does not address the need for the involvement of all elected Members in Haverhill in debates on focused local issues. Therefore, as per the alternative mechanisms outlined in 1.2.1 above, it is suggested that, when needed, specific Haverhill issues that the Borough Council has an involvement in could be dealt with via regular, timetabled meetings of all Haverhill Borough Councillors with relevant Portfolio Holders and officers. In this model, engagement with partners would continue to be through both the ONE Haverhill Partnership and directly between Borough Councillors and the Town Council.

3.3 **Rural Area**

3.3.1 The consensus of opinion emerging from the consultation appears to support the initial proposal to disband the Rural Area Working Party and re-launch the Parish Conference as a quarterly Parish Forum. This would allow continued discussion of rural issues, whilst expanding the engagement to incorporate town/parish, borough and county council representatives and partners to develop proposals collaboratively to achieve common aims and objectives.

- 3.3.2 An annual Parish Conference, possibly for the whole of West Suffolk, would provide the opportunity for representatives from all tiers of local government to engage with other key partners to develop issues arising from the quarterly Parish Forums that may affect or involve the whole of the rural Borough (or West Suffolk).
- 3.3.3 As highlighted in the initial proposal for an alternative mechanism in 1.2.1 above, groups of rural Ward Members would also be encouraged to arrange and support their own ad hoc local forum to discuss a specific locality issue, which is entirely consistent with the Families and Communities Strategy.

4. Scrutiny Reviews

- 4.1 In addition to the proposals above, and subject to meeting specific criteria and approval of the Overview and Scrutiny Committee, borough councillors could submit a 'suggestion for a scrutiny review' as an alternative method for seeking consideration of a specific issue through the formal decision making process.

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Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Recommendations from the Grant Working Party: 16 November 2015: Community Chest Funding – 2016/2017	
Report No:	CAB/SE/15/081	
Report to and date:	Cabinet	8 December 2015
Portfolio holder:	Robert Everitt Portfolio Holder for Families and Communities Tel: 01284 769000 Email: robert.everitt@stedsbc.gov.uk	
Chairman of the Working Party:	Angela Rushen Grant Working Party Tel: 01284 386647 Email: angela.rushen@stedsbc.gov.uk	
Lead officer:	Davina Howes Head of Families and Communities Tel: 01284 757070 Email: davina.howes@westsuffolk.gov.uk	
Purpose of report:	On 16 November 2015, the Grant Working Party considered the following substantive items of business: (1) Rural Initiatives Grant Scheme: Update; and (2) Consideration of Community Chest Funding – 2016–2017 Recommendations emanating from (2) above are provided for Cabinet’s consideration below.	
Recommendations:	It is <u>RECOMMENDED</u> that: (1) the allocation of Community Chest funding for 2016/2017, as detailed in Report No: GWP/SE/15/004, be approved, namely: (a) Hopton Day Care Centre: £5,000 (b) Bury St Edmunds Volunteer Centre: £6,586	

(2) Subject to the provision of a presentation on the work of the organisation prior to consideration of an allocation of funding for 2017/2018 and beyond, Community Chest funding for Suffolk West Citizens Advice Bureau of £182,500 for 2016/2017, be approved;

(3) subject to the budget setting process for 2017/2018, and subject to the satisfactory submission of evidence-based reports detailing the benefits and success of each individual project in 2016/2017, the allocation of Community Chest funding for 2016/2017 and 2017/2018, be approved, namely:

	<u>2016/17</u>	<u>2017/18</u>
(a) The Voluntary Network (Befriending Connect Service):	£9,860	£10,238
(b) The Voluntary Network (Community Car Service):	£5,310	£4,434
(c) Relate Norfolk and Suffolk	£5,000	£5,000
(d) REACH Community Projects	£5,000	£5,000
(e) Gatehouse Caring in East Anglia	£5,000	£5,000
(f) HomeStart	£13,250	£9,800

(4) Due to not being considered to be appropriate for Community Chest funding but with the intention of signposting to alternative funding sources available, Community Chest funding for 2016/2017 not be awarded to:

- (a) Coffee Caravan;**
- (b) Eastgate Amateur Boxing Club;**
- (c) Rojo Art Projects;**
- (d) St Edmundsbury Sailing and Canoeing Association; and**
- (e) Suffolk Mind.**

	<p>(5) No Community Chest funding for 2016/2017 be awarded to:</p> <p>(a) YMCA Suffolk; (b) Young People of the Year - Befriending; (c) Fresh Start – New Beginnings; and (d) Suffolk Young People’s Health Project (4YP).</p> <p>(6) No allocation of Community Chest funding for 2018/2019 be approved at this present time.</p>		
<p>Key Decision:</p> <p><i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input checked="" type="checkbox"/></p> <p>No, it is not a Key Decision - <input type="checkbox"/></p> <p>(ii) result in any new expenditure, income or savings of more than £50,000 in relation to the Council’s revenue budget or capital programme.</p> <p>Some of the decisions made by Cabinet are also however, subject to the budget setting process for 2017/2018 (the budget for 2016/2017 has already been approved.)</p>		
<p><i>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</i></p>			
Consultation:	<ul style="list-style-type: none"> • See Report No: GWP/SE/15/004 		
Alternative option(s):	<ul style="list-style-type: none"> • See Report No: GWP/SE/15/004 		
Implications:			
Are there any financial implications? <i>If yes, please give details</i>	See Report No: GWP/SE/15/004		
Are there any staffing implications? <i>If yes, please give details</i>	See Report No: GWP/SE/15/004		
Are there any ICT implications? <i>If yes, please give details</i>	See Report No: GWP/SE/15/004		
Are there any legal and/or policy implications? <i>If yes, please give details</i>	See Report No: GWP/SE/15/004		
Are there any equality implications? <i>If yes, please give details</i>	See Report No: GWP/SE/15/004		
Risk/opportunity assessment:	<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>		
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
See Report: GWP/SE/15/004			
Ward(s) affected:	All Wards		
Background papers:	Grant Working Party: 16 November 2015 Report No: GWP/SE/15/004		
Documents attached:	None		

**1. Consideration of Community Chest Funding – 2016/2017
(Report No: GWP/SE/15/004)**

- 1.1 Report No: GWP/SE/15/004 provided a number of applications submitted for Community Chest funding in the 2016/2017 financial year.
- 1.2 Applications for Community Chest funding for 2016/2017 closed on the 30 September 2015. A total of 21 applications were received from a wide variety of organisations as detailed in Appendix 1 to Report No: GWP/SE/15/004.
- 1.3 The Community Chest budget for 2016/2017 is £281,483. Applicants can apply for a maximum of three years.
- 1.4 Following discussions previously held with the Chairman of the Working Party, it was felt that four of the applications received (listed below and attached as Appendices 19 to 22 to Report No: GWP/SE/15/004) were not considered to be appropriate for Community Chest funding. It had been suggested that the Families and Communities Team worked with these organisations to source alternative funding. These alternative sources could be from other St Edmundsbury funds, such as the Rural Initiative Grants Scheme or Councillor Locality Budgets, or from external sources such as Suffolk Fit Villages, sport's national governing bodies, such as Sport England and the Suffolk Community Foundation.

Appendix 19: Coffee Caravan

Appendix 20: Eastgate Amateur Boxing Club

Appendix 21: Rojo Art Projects

Appendix 22: St Edmundsbury Sailing and Canoeing Association

The Working Party considered that whilst there was some merit in the application from St Edmundsbury Sailing and Canoeing Association and that this submission in particular should be directed to other funding sources, this was a sensible approach.

- 1.5 Each application, including those felt more appropriate for alternative funding sources, had been summarised in Appendix 1 with the full applications attached as appendices to the report. Each application was required to be evaluated in accordance with the eligibility and selection criteria set out in Appendix 24, and was considered in turn, as follows:

1.6

Appendix attached to Report No: GWP/SE/15/004	Organisation	Amount Requested
2	YMCA Suffolk	2016/17: £47,977 2017/18: £47,977
3	Young People of the Year - Befriending	2016/17: £5,000
4	Hopton Day Care Centre	2016/17: £5,000
5	Sue Ryder	2016/17: £10,000
6	The Voluntary Network (Befriending Connect Service)	2016/17: £9,860 2017/18: £10,238 2018/19: £10,800
7	The Voluntary Network (Community Car Service)	2016/17: £5,310 2017/18: £4,434 2018/19: £4,304
8	Bury St Edmunds Volunteer Centre	2016/17: £6,586
9	Fresh Start – New Beginnings	2016/17: £10,200
10	Mentis Tree	2016/17: £9,000
11	Relate Norfolk and Suffolk	2016/17: £5,000 2017/18: £5,000 2018/19: £5,000
12	Suffolk Rape Crisis	2016/17: £31,000 2017/18: £31,000
13	Suffolk Mind	2016/17: £8,854.72 2017/18: £8,854.72
14	Suffolk Young People’s Health Project (4YP)	2016/17: £23,670 2017/18: £24,140 2018/19: £24,600
15	Reach Community Projects	2016/17: £5,000 2017/18: £5,000 2018/19: £5,000
16	Gatehouse Caring in East Anglia	2016/17: £5,000 2017/18: £5,000 2018/19: £5,000
17	HomeStart Mid Suffolk	2016/17: £13,250 2017/18: £9,800
18	Suffolk West Citizens Advice Bureau	2016/17: £182,500 2017/18: £182,500 2018/19: £182,500

1.7 **Consideration of Grants and Recommendations: Summary**

- 1.7.1 The Working Party considered the applications submitted by Hopton Day Care Centre and Bury St Edmunds Volunteer Centre fully met the eligibility and selection criteria and supported the allocation of the full amount for each project in 2016/2017, as applied.

- 1.7.2 The Working Party then considered that no organisation should be granted for a three year period, as this was considered to be excessive at the present time.
- 1.7.3 Those that had been recommended for two year agreements would be asked to submit an evidence-based report detailing the benefits and success of their individual project in 2016/2017 so a re-assessment can be made before releasing funding for 2017/2018.
- 1.7.4 In respect of the application from the Suffolk West Citizens Advice Bureau (CAB), the Grant Working Party considered that before funding is confirmed for 2017/2018, the CAB should provide a presentation to the Working Party setting out background history; their aims and objectives; what the Suffolk West CAB specifically provided for St Edmundsbury; fundraising efforts; and the types of issues brought to them for advice.
- 1.7.5 The application from Suffolk Mind was not considered to be eligible for Community Chest funding; however, the Working Party acknowledged the potential benefits, and considered it should be recommended to be funded from alternative funding sources, and therefore should be added to the list of four contained in Appendices 19 to 22 (see 1.4 above).
- 1.7.6 The following applications were considered not to meet the eligibility and selection criteria and have therefore not been recommended for funding:
- (a) YMCA Suffolk;
 - (b) Young People of the Year - Befriending;
 - (c) Fresh Start – New Beginnings; and
 - (d) Suffolk Young People’s Health Project (4YP).

The specific reasons are set out below:

YMCA Suffolk

It was considered the project would not satisfactorily achieve a facility that would be regularly used by young people and it was felt that the application amount of £47,977 each year for two years could be better spent on youth facilities elsewhere.

Young People of the Year - Befriending

The Working Party considered the concept of the project was acceptable; however the application lacked specific detail and the proposed administration costs appeared to be excessive. Members considered their efforts should be consolidated with other existing organisations.

Fresh Start – New Beginnings

Given the complexities and specialist nature of dealing with children that had disclosed sexual abuse, the Working Party considered this application should not be supported and addressing such issues should remain provided, in the first instance, by the Police and National Health Service.

Suffolk Young People's Health Project (4YP)

It was commented that, similarly with other organisations of this nature as considered earlier, the service being offered within this project should be consolidated with other organisations that were already addressing such issues.

Concern was also expressed that the application lacked specific detail on their project objectives.

1.7.6 Also on 16 November 2015, the Grant Working Party resolved, that:

(1) *consideration of the following applications be deferred to enable further information/clarification to be sought on the relevant application, namely:*

- (a) *Sue Ryder;*
- (b) *Mentis Tree; and*
- (c) *Suffolk Rape Crisis.*

(2) *Having obtained the further information/clarification required on each of the three applications above, further discussion be undertaken on them with the Grant Working Party by email, following which delegated authority be given to the Head of Families and Communities, in consultation with the Chairman and Vice-Chairman of the Working Party to determine the level of grant (if any) to be recommended to Cabinet for approval.*

Recommendations regarding those applications listed above will be tabled or verbally presented at the Cabinet meeting.

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Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Recommendations of the Sustainable Development Working Party: 18 November 2015	
Report No:	CAB/SE/15/082	
Report to and dates:	Cabinet	8 December 2015
	Council	15 December 2015
Portfolio holder:	Alaric Pugh Portfolio Holder for Planning and Growth Tel: 07930 460899 Email: alaric.pugh@stedsbc.gov.uk	
Chairman of the Working Party:	Alaric Pugh Sustainable Development Working Party Tel: 07930 460899 Email: alaric.pugh@stedsbc.gov.uk	
Lead officer:	Steven Wood Head of Planning and Growth Tel: 01284 757306 Email: steven.wood@westsuffolk.gov.uk	
Purpose of report:	<p>On 18 November 2015, the Sustainable Development Working Party considered the following substantive items of business:</p> <ol style="list-style-type: none"> (1) Land East of Barrow Hill, Barrow: Development Brief; (2) Development Brief for the allocated housing site at Erskine Lodge, Great Whelnetnam; and (3) The Meadows, Wickhambrook: Development Brief. 	

Recommendations:	<p>It is RECOMMENDED that, subject to the approval of full Council:</p> <p>(1) <u>Land East of Barrow Hill, Barrow: Development Brief</u></p> <p>the Development Brief for Land East of Barrow Hill, Barrow, as contained in Appendix A to Report No: SDW/SE/15/014, be adopted as non-statutory planning guidance;</p> <p>(2) <u>Development Brief for the Allocated Housing Site at Erskine Lodge, Great Whelnetham</u></p> <p>the Development Brief for the allocated housing site at Erskine Lodge, Great Whelnetham, as contained in Appendix A to Report No: SDW/SE/15/015, be adopted as non-statutory planning guidance subject to an amendment whereby an indication is given to the developers that there will be a requirement to investigate road safety aspect and improvements to the junction of the A143 with Stanningfield Road as part of the Transport Assessment to be submitted in support of a planning application; and</p> <p>(3) <u>The Meadows, Wickhambrook: Development Brief</u></p> <p>the Development Brief for The Meadows, Wickhambrook, as contained in Appendix A to Report No: SDW/SE/15/016, be adopted as non-statutory planning guidance.</p>
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input type="checkbox"/></p> <p>No, it is not a Key Decision - <input checked="" type="checkbox"/></p> <p>As they are full Council decisions.</p>
Consultation:	<ul style="list-style-type: none"> • See Reports: SDW/SE/15/014 to 016
Alternative option(s):	<ul style="list-style-type: none"> • See Reports: SDW/SE/15/014 to 016
Implications:	
<p><i>Are there any financial implications? If yes, please give details</i></p>	<p>See Reports: SDW/SE/15/014 to 016</p>
<p><i>Are there any staffing implications? If yes, please give details</i></p>	<p>See Reports: SDW/SE/15/014 to 016</p>

<i>Are there any ICT implications? If yes, please give details</i>		See Reports: SDW/SE/15/014 to 016	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		See Reports: SDW/SE/15/014 to 016	
<i>Are there any equality implications? If yes, please give details</i>		See Reports: SDW/SE/15/014 to 016	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
See Reports: SDW/SE/15/014 to 016			
Ward(s) affected:		(1) Barrow (2) Horringer & Whelnetham (3) Wickhambrook	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		Sustainable Development Working Party: 18 November 2015 Reports: SDW/SE/15/014 SDW/SE/15/015 SDW/SE/15/016	
Documents attached:		None	

Key issues and reasons for recommendation(s)

1. Land East of Barrow Hill, Barrow Development Brief (Report No: SDW/SE/15/014)

- 1.1 Policy RV10b of the Rural Vision document allocated a site, known as Land East of Barrow Hill, Barrow, of 5.2 hectares for development to consist of 4.2 hectares for approximately 75 dwellings and 1 hectare for B1 Business Uses. The policy states that planning applications for the site should only be determined once a Development Brief has been adopted by the Local Planning Authority (LPA). It also states the following: (a) enhanced footpath and cycleway access to the village and public space must be provided; (b) opportunities for the provision of a new dental surgery and improved access/parking for the existing doctor's surgery should be investigated; and (c) B1 Business Uses should be determined by the Development Brief.
- 1.2 The draft Development Brief, incorporating post-public consultation amendments, attached as [Appendix A to Report No: SDW/SE/15/014](#), has been prepared by consultants acting on behalf of the owner, but has not been prepared in strict accordance with the Council's Protocol for Preparing Development Briefs. In this instance the consultants had several positive meetings with officers and statutory stake holders prior to approval from the Council being obtained to carry out public consultation on the draft brief. The consultants contacted the Portfolio Holder for Planning and Growth who agreed that consultation could proceed without this approval but that it would be at their own risk. Consultation took place between 14 September and 11 October 2015. A request was made subsequently for the Council to adopt the draft brief as non-statutory planning guidance.
- 1.3 The Statement of Community Involvement prepared by the Consultants was attached as [Appendix B](#) to the report. The following changes, which are annotated in the document, were made after public consultation: (i) amendment to the configuration of the layout to create a more meaningful area of open space; (ii) the highlighting of sensitive boundaries where loss of amenity could occur; (iii) creation of clearer linkages to Public Rights of Way to enable better access to the countryside; and (iv) provision of further explanatory text surrounding Sustainable Urban Drainage (SUD) and the viable options available.
- 1.4 The report further advised that currently there was an undetermined planning application, reference DC/15/1653/FUL, before the Council which was for (i) the erection of a single storey rear and side extension, and (ii) the re-design of the parking layout at the Barrow Doctor's Surgery. The proposed extension incorporated two more consulting rooms and a large room for a dentist. The details contained within the draft Development brief accord with those of the planning application.
- 1.5 Sustainable Urban Drainage was important for this site because of a perched water table. The draft brief sets out that an outfall strategy to the local watercourse network would be employed and this would involve the

creation of culverts and swales. The Working Party along with the Ward Member, Councillor Ian Houlder, expressed concerns about flooding issues in the village and officers advised that precise details of the outfall system to be utilised would be assessed at the planning application stage.

- 1.6 Officers also responded to other matters raised by the Working Party as follows: (a) education (it was acknowledged that the village's Primary School was at capacity); (b) waste management; (c) sustainable travel; and (d) archaeology; and advised that the draft Development Brief would require all these issues to be addressed in connection with the submission of a planning application. These issues had been the subject of initial discussion in correspondence with statutory stake holders, copies of which had been included in the Statement of Community involvement.

2. Erskine Lodge, Great Whelnetham Development Brief (Report No: SDW/SE/15/015)

- 2.1 Policy RV20 of the Rural Vision 2031 document allocates 1.53 hectares of land at Erskine Lodge, Great Whelnetham for residential development. The policy requires that the amount of land available for development, location of uses, access arrangements, design and landscaping will be informed by a development brief. It also confirmed that planning applications will only be determined once the development brief has been adopted by the LPA.
- 2.2 The Council first received a request to adopt a development brief for this site in 2014. At the meeting of the Working Party on 28 November 2014, it was recommended that this development brief be not adopted. This recommendation was accepted by Cabinet on 10 February 2015 and by Council on 24 February 2015. Concerns about the first version of the brief were as follows: (i) amount of development (density and potential number of dwellings too high); (ii) potential increased risk of surface water flooding; (iii) landscape/countryside impact; (iv) impact on sewage treatment plant; and (v) no indication of siting of electricity sub-station.
- 2.3 The site promoters have since amended the draft brief and carried out further public consultation between September and October 2015. The draft brief incorporating post-public consultation amendments is attached as [Appendix A to Report SDW/SE/15/015](#), the Statement of Community Consultation is attached as [Appendix B](#) and the list of Statutory consultee feedback is attached as [Appendix C](#). A request has been received for the draft Development Brief to be adopted as planning guidance.
- 2.4 Councillor Terry Clements, as the Ward Member, reiterated his previously expressed reservations about the flooding potential of the site and that if the brief was approved in the form submitted it would result in a proposal coming forward for around 60 dwellings (based on the average density of 30 dwellings per hectare) which was a figure in excess of the 20 identified as being required to meet the village's housing need at the time when the Rural Vision 2031 document was being formulated. The developers had addressed this concern by illustrating how the site could be developed in two separate phases. Officers drew attention to paragraphs 4.6 to 4.11 of the report which dealt with the issue of the amount of development and

which explained that the constraints identified in the brief that would be imposed upon any development of the site, i.e. the Conservation Area, the setting of Listed Buildings, flood plain, protection of existing dwellings, impact on the countryside/landscape and the 'cordon sanitaire' around the sewage treatment works, may render parts of the site undevelopable or only appropriate for 'low density' development e.g. single storey. These constraints may lead to planning applications that, in total, involve less than the 60 or so dwellings envisaged. Officers also advised that there would be a full assessment of flooding potential at the planning application stage.

- 2.5 The Working Party in discussing the draft brief referred to the proximity of the site to the junction of the A143 with Stanningfield Road, a location in respect of which there were existing road safety concerns. It was agreed therefore that the potential for this situation to be aggravated by the development and the scope for carrying out highway improvements should be recommended to be a requirement of the brief.

3. The Meadows, Wickhambook Development Brief (Report No: SDW/SE/15/016)

- 3.1 The site of 1.5 hectares is allocated within the Rural Vision 2031 document under Policy RV25a for development of approximately 22 dwellings. The site is referred to in Rural Vision 2031 as Land at Nunnery Green and Cemetery Hill but was now being referred to in the brief as 'The Meadows'. Policy RV25a states that planning applications for the site should only be determined once a Development Brief has been adopted by the Local Planning Authority.
- 3.2 The Development Brief has been prepared by agents in accordance with the Council's adopted protocol. Public consultation took place between 1 and 30 September 2015. A copy of the Statement of Community involvement is attached as [Appendix B](#) to the report. A request has been received to adopt the Draft Development Brief as planning guidance.
- 3.3 The policy requires that the impact of development on health care capacity should be assessed and mitigation measures determined through liaison with NHS England. Furthermore it stipulates that proposals should incorporate protection of the hedgerow separating parts of the site and measures to ensure the continued management of parts of the site which contain notable botanical species.
- 3.4 Changes made post-public consultation are annotated in the document, attached as [Appendix A to Report No: SDW/SE/15/016](#). The changes related to: (a) the tenure mix of affordable housing; (b) Highways – a greater length of footway to link to existing footway south of the Community Centre; (c) additional work on Drainage and Flood Risk Assessment; (d) updating requirement for Botanical Mitigation Plan; and (e) new section setting out Section 106 contributions.
- 3.5 Councillor Clive Pollington, as Ward Member, referred to an existing proposal to extend the doctor's surgery in the village and expressed a concern that he understood that this may have been withdrawn. He also

asked how the costs of the maintenance of the conserved areas within the development would be maintained. Officers advised that NHS England had objected to the allocation of a site for a new surgery within the area the subject of the Development Brief and this allocation was subsequently removed. The situation remained that NHS England would be required to assess health care provision in the light of development of The Meadows site. Further advice was given that a revised Botanical Mitigation Plan would be submitted with a planning application and that future maintenance of the areas involved would be by way of a capital payment to the Council by the developers.

Note: In the case of public consultation on each of the Development Briefs referred to above Officers were satisfied that this had been carried out in accordance with Vision 2031 document, Core Strategy Development Plan and the Council's Protocol for Preparing Development Briefs.

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St Edmundsbury
BOROUGH COUNCIL

St Edmundsbury Borough Council

CAB/SE/15/083

Decisions Plan

Key Decisions and other executive decisions to be considered

Date: 1 December 2015 to 31 May 2016 (including Cabinet decisions expected on 24 November 2015)

Publication Date: 6 November 2015

The following plan shows both the key decisions and other decisions/matters taken in private, that the Cabinet, Joint Committees or Officers under delegated authority, are intending to take up to 31 May 2016. This table is updated on a monthly rolling basis and provides at least 28 clear days' notice of the consideration of any key decisions and of the taking of any items in private.

Executive decisions are taken at public meetings of the Cabinet and by other bodies provided with executive decision-making powers. Some decisions and items may be taken in private during the parts of the meeting at which the public may be excluded, when it is likely that confidential or exempt information may be disclosed. This is indicated on the relevant meeting agenda and in the '*Reason for taking the item in private*' column relevant to each item detailed on the plan.

Members of the public may wish to:

- make enquiries in respect of any of the intended decisions listed below;
- receive copies of any of the documents in the public domain listed below;
- receive copies of any other documents in the public domain relevant to those matters listed below which may be submitted to the decision taker; or
- make representations in relation to why meetings to consider the listed items intended for consideration in private should be open to the public.

In all instances, contact should be made with the named Officer in the first instance, either on the telephone number listed against their name, or via email using the format firstname.surname@westsuffolk.gov.uk or via St Edmundsbury Borough Council, West Suffolk House, Western Way, Bury St Edmunds, Suffolk, IP33 3YU.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
24/11/15 Page 130	<p>West Suffolk Joint Statement of Principles in accordance with the Gambling Act 2005</p> <p>The Cabinet will be asked to consider recommendations of the Licensing and Regulatory Committee in respect of seeking approval for a new Joint Statement of Principles, which has been produced jointly with Forest Heath District Council. It will require full Council approval.</p>	Not applicable	(R) – Council 15/12/15	Cabinet/ Council	Alaric Pugh Planning and Growth 07930 460899	Tom Wright Business Regulation and Licensing Manager 01638 719223	All Wards	Recommendations from the Licensing and Regulatory Committee to Cabinet and Council.
24/11/15	<p>Housing Assistance Policy and Application Guidance</p> <p>The Cabinet will be asked to consider the Housing Assistance Policy, which has been reviewed in line with the Housing Strategy. It also contains some changes to the way St Edmundsbury Borough and Forest Heath District Councils allocate grants for</p>	Not applicable	(D)	Cabinet	Sara Mildmay-White Housing 01359 270580	Simon Phelan Head of Housing 01638 719440 Andy Newman Service Manager (Housing Standards) 01638 719276	All Wards	Report to Cabinet.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	making improvements/adaptations to houses.							
24/11/15 (Deferred from 1 Sept 2015)	Office Accommodation Plan The Cabinet will be asked to consider an appraisal of West Suffolk councils' own office accommodation needs to inform detailed planning of the Mildenhall Hub and Public Service II projects through an Office Accommodation Plan.	Not applicable	(D)	Cabinet	Ian Houlder Resources and Performance 01284 810074 Peter Stevens Operations 01787 280284	Alex Wilson Director 01284 757695	All Wards	Report to Cabinet.
24/11/15 (Brought forward from 8 Dec 15)	Local Council Tax Reduction Scheme and Council Tax Technical Changes 2016/2017 The Cabinet will be asked to consider proposals for the Local Council Tax Reduction Scheme and Council Tax technical changes for for 2016/2017 prior to seeking its approval by full Council.	Not applicable	(R) – Council 15/12/15	Cabinet/ Council	Ian Houlder Resources and Performance 01284 810074	Paul Corney Head of Anglia Revenues and Benefits Partnership 01842 756437	All Wards	Report to Cabinet with recommendations to Council.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
24/11/15 Page 132	Tax Base for Council Tax Setting Purposes 2016/2017 The Cabinet will be asked to consider the Tax Base for Council Tax Setting Purposes for 2016/2017 prior to seeking its approval by full Council.	Not applicable	(R) – Council 15/12/15	Cabinet/ Council	Ian Houlder Resources and Performance 01284 810074	Rachael Mann Head of Resources and Performance 01638 719245 Joanne Howlett Acting Head of Resources and Performance 01284 757264	All Wards	Report to Cabinet with recommendations to Council.
132	Discretionary Rate Relief Guidelines Due to the Chancellor’s recent announcement on business rate devolution, this item has presently been removed from the Decisions Plan while the implications of how this might affect Discretionary Rate Relief are assessed.				Ian Houlder Resources and Performance 01284 810074	Rachael Mann Head of Resources and Performance 01638 719245 Joanne Howlett Acting Head of Resources and Performance 01284 757264		
08/12/15 (Deferred from 23 June	Review of Cabinet Area Working Parties Following its annual review of Working Parties, Panels, Groups etc in May 2015,	Not applicable	(D)	Cabinet	John Griffiths Leader of the Council 07958 700434	Alex Wilson Director 01284 757695	All Wards	Report to Cabinet.

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2015)	the Cabinet will be asked to consider a subsequent review of the future of the Area Working Parties.							
Page 133	<p>Suffolk Business Park/Eastern Relief Road: Update</p> <p>This item will not now be considered by the Cabinet and issues connected with the Suffolk Business Park/Eastern Relief Road project will be considered directly by full Council at an extraordinary meeting on 17 November 2015.</p>	Not applicable			John Griffiths Leader of the Council 07958 700434	Steven Wood Head of Planning and Growth 01284 757306		
08/12/15	<p>Review of Bury St Edmunds Christmas Fayre</p> <p>The Cabinet will be asked to consider the recommendations of the Overview and Scrutiny Committee following its Task and Finish Group's review of the and proposed future for the Bury St Edmunds</p>	Not applicable	(KD)	Cabinet	<p>Alaric Pugh Planning and Growth 07930 460899</p> <p>Robert Everitt Families and Communities 01284 769000</p>	<p>Steven Wood Head of Planning and Growth 01284 757306</p> <p>Andrea Mayley Service Manager (Development and Growth) 01284 757343</p>	All Wards	Recommendations from Overview and Scrutiny Committee to Cabinet.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	Christmas Fayre.							
08/12/15 Page 134	Review of Car Parking in the Borough The Cabinet will be asked to consider the recommendations of the Overview and Scrutiny Committee which arise from the Committee's Task and Finish Group's review of car parking in the Borough. Some of the financial implications will also require full Council approval via the Performance and Audit Scrutiny Committee and Cabinet as part of the budget setting process.	Not applicable	(D), however some financial implications will form part of the budget setting process.	Cabinet	Peter Stevens Operations 01787 280284	Mark Walsh Head of Operations 01284 757300	All Wards	Recommendations from Overview and Scrutiny Committee to Cabinet.
08/12/15 (Deferred from 10 February 2015)	Erskine Lodge, Great Whelnetham Development Brief The Cabinet will be asked to consider the recommendations of the Sustainable Development Working Party in respect of seeking approval for the	Not applicable	(R) – Council 15/12/15	Cabinet/ Council	Alaric Pugh Planning and Growth 07930 460899	Steven Wood Head of Planning and Growth 01284 757306	Horringer & Whelnetham	Recommendations of the Sustainable Development Working Party to Cabinet and Council.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	adoption of the Development Brief for Erskine Lodge in Great Whelnetham.							
08/12/15 (Deferred from 23 June 2015)	Land to East of Barrow Hill, Barrow Development Brief The Cabinet will be asked to consider the recommendations of the Sustainable Development Working Party in respect of seeking approval for the adoption of the Development Brief for Land to East of Barrow Hill, Barrow.	Not applicable	(R) – Council 15/12/15	Cabinet/ Council	Alaric Pugh Planning and Growth 07930 460899	Steven Wood Head of Planning and Growth 01284 757306	Barrow	Recommendations of the Sustainable Development Working Party to Cabinet and Council.
08/12/15 (Deferred from 8 Sept 2015)	Wickhambrook Development Brief The Cabinet will be asked to consider the recommendations of the Sustainable Development Working Party in respect of seeking adoption the Wickhambrook Development Brief.	Not applicable	(R) – Council 15/12/15	Cabinet/ Council	Alaric Pugh Planning and Growth 07930 460899	Steven Wood Head of Planning and Growth 01284 757306	Wickham -brook	Recommendations of the Sustainable Development Working Party to Cabinet and Council.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
08/12/15	Revenues Collection Performance and Write-Offs The Cabinet will be asked to consider writing off outstanding debts detailed in the exempt appendices.	Paragraphs 1 and 2	(KD)	Cabinet	Ian Houlder Resources and Performance 01284 810074	Rachael Mann Head of Resources and Performance 01638 719245 Joanne Howlett Acting Head of Resources and Performance 01284 757264	All Wards	Report to Cabinet with exempt appendices.
08/12/15	Community Chest Grant Funding (2) The Cabinet will be asked to consider recommendations of the Grant Working Party in respect of applications for Community Chest funding for the 2016/2017 year.	Not applicable	(KD) but also part of budget setting process for 2017/18 onwards	Cabinet	Robert Everitt Families and Communities 01284 769000	Davina Howes Head of Families and Communities 01284 757070	All Wards	Recommendations of the Grant Working Party to Cabinet.
08/12/15	ITEM DEFERRED TO 9 FEBRUARY 2016 Tayfen Road, Bury St Edmunds: Masterplan The Cabinet will be asked to consider the recommendations of the Sustainable Development	Not applicable	(R) – Council 15/12/15	Cabinet/ Council	Alaric Pugh Planning and Growth 07930 460899	Steven Wood Head of Planning and Growth 01284 757306	Risbygate	Recommendations of the Sustainable Development Working Party to Cabinet and Council.

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Page 19	Working Party in respect of recommending to full Council the adoption of an updated and amended Masterplan document for the Tayfen Road site, which is allocated for development by the Bury St Edmunds Vision 2031 Area Action Plan.							
09/02/16 (Deferred from 23 June 2015)	Leisure Development Proposals for West Stow Country Park The Cabinet will be asked to make recommendations to full Council regarding leisure development proposals for West Stow Country Park.	Paragraph 3	(R) - Council 23/02/16	Cabinet/ Council	Joanna Rayner Leisure and Culture 07872 456836	Richard Hartley Commercial Manager 01284 757055	All Wards	Exempt Report to Cabinet with recommendations to Council.
09/02/16 (Deferred from 2 Sept 2014)	North East Bury St Edmunds Masterplan: Transport Assessment Whilst full Council adopted the North East Bury St Edmunds Masterplan in June 2014, Members	Not applicable	(D)	Cabinet	Alaric Pugh Planning and Growth 07930 460899	Steven Wood Head of Planning and Growth 01284 757306	Abbeygate Eastgate; Fornham; Great Barton; Minden; Moreton	Recommendations from the Sustainable Development Working Party to Cabinet.

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Page 138	requested that the Transport Assessment which will accompany the forthcoming planning application should firstly be considered by the Sustainable Development Working Party (SDWP) before the planning application is determined by the Development Control Committee. The Cabinet will be asked to consider the recommendations from the SDWP relating to this issue.						Hall; Northgate Risbygate Southgate; Westgate	
09/02/16 (Deferred from 10 February 2015)	Public Service Village (PSV) Phase Two – Revisions to Existing Masterplan The Cabinet will be asked to consider the recommendations of the Sustainable Development Working Party in respect of seeking approval for the revisions to the existing PSV Masterplan.	Not applicable	(R) - Council 23/02/16	Cabinet/ Council	Alaric Pugh Planning and Growth 07930 460899	Steven Wood Head of Planning and Growth 01284 757306	Minden; Risbygate; St Olaves	Recommendations from the Sustainable Development Working Party to Cabinet and Council.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
09/02/16 (Deferred from 8 Sept 2015)	Delivery of Haverhill Town Centre Masterplan: Post Adoption The Cabinet will be asked to consider how the Council proposes to deliver the actions contained in the final adopted Haverhill Town Centre Masterplan.	Not applicable	(D)	Cabinet	Alaric Pugh Planning and Growth 07930 460899	Steven Wood Head of Planning and Growth 01284 757306	Haverhill East; Haverhill North; Haverhill South; Haverhill West	Report to Cabinet.
09/02/16 (Deferred from 10 February 2015)	Review of Pedestrianisation of Abbeygate Street, Bury St Edmunds The Portfolio Holder will be asked to provide a response to Suffolk County Council's forthcoming review of the pedestrianisation scheme in Abbeygate Street, Bury St Edmunds.	Not applicable	(D)	Portfolio Holder for Operations	Peter Stevens Operations 01787 280284	Mark Walsh Head of Operations 01284 757300	Abbeygate	Report to Portfolio Holder for a decision.
09/02/16 (Deferred from 8 Sept	Animal Boarding, Dog Breeding Establishments and Pet Shops - Licensing Conditions	Not applicable	(R) - Council 23/02/16	Cabinet/ Council	Alaric Pugh Planning and Growth 07930 460899	Tom Wright Business Regulation and Licensing Manager	All Wards	Recommendations from the Licensing and Regulatory

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
2015) Page 140	The Cabinet will be asked to consider the recommendations of the Licensing and Regulatory Committee regarding proposed revised licensing conditions for Animal Boarding, Dog Breeding Establishments and Pet Shops, following consultation.					01638 719223		Committee to Cabinet and Council.
09/02/16 (Deferred from 2 Dec 2014)	Definitions and provisions made for political parties and pressure groups in revised Market Licence Regulations With the exception of the topics listed above, approval was given by Cabinet for revised Market Regulations on 2 September 2014. The Cabinet will be asked to consider a further report on these topics for appropriate wording to be incorporated as an amendment to the	Not applicable	(D)	Cabinet	Peter Stevens Operations 01787 280284	Mark Walsh Head of Operations 01284 757300	All Wards	Report to Cabinet.

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	approved Market Regulations.							
09/02/16 (Deferred from 8 Sept 2015)	West Suffolk Joint Sports Facility and Playing Pitch Strategy The Cabinet will be asked to adopt a West Suffolk Joint Sports Facility and Playing Pitch Strategy, which has been produced with Forest Heath District Council.	Not applicable	(KD)	Cabinet	Joanna Rayner Leisure and Culture 07872 456836	Mark Walsh Head of Operations 01284 757300 Damien Parker Leisure and Cultural Services Operational Manager 01284 757090	All Wards	Report to Cabinet
09/02/16	Concept Statement: Park Farm, Ingham The Cabinet will be asked to consider the recommendations of the Sustainable Development Working Party in respect of seeking approval for the Concept Statement for Park Farm, Ingham which has been subject to consultation.	Not applicable	(R) – Council 23/02/16	Cabinet/ Council	Alaric Pugh Planning and Growth 07930 460899	Steven Wood Head of Planning and Growth 01284 757306	Fornham, Pakenham, Risby	Recommendations of Sustainable Development Working Party to Cabinet and Council.
09/02/16	Revenues Collection Performance and Write-	Paragraphs 1 and 2	(KD)	Cabinet	Ian Houlder Resources and	Rachael Mann Head of	All Wards	Report to Cabinet with

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
Page 42	Offs The Cabinet will be asked to consider writing off outstanding debts detailed in the exempt appendices.				Performance 01284 810074	Resources and Performance 01638 719245 Joanne Howlett Acting Head of Resources and Performance 01284 757264		exempt appendices.
	09/02/16 Budget and Council Tax: 2016/2017 The Cabinet will be asked to consider the proposals for the 2015/2016 budget and Medium Term Financial Strategy, prior to its approval by full Council. This report includes the Minimum Revenues Provision (MRP) Policy and Prudential Indicators.	Not applicable	(R) – Council 23/02/16	Cabinet/ Council	Ian Houlder Resources and Performance 01284 810074	Rachael Mann Head of Resources and Performance 01638 719245 Joanne Howlett Acting Head of Resources and Performance 01284 757264	All Wards	Reports to Cabinet and Council.
	09/02/16 Annual Treasury Management and Investment Strategy 2016/2017 and Treasury Management Code of Practice	Not applicable	(R) – Council 23/02/16	Cabinet/ Council	Ian Houlder Resources and Performance 01284 810074	Rachael Mann Head of Resources and Performance 01638 719245	All Wards	Report to Cabinet with recommendations to Council.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
	The Cabinet will be asked to recommend to full Council the approval of the Treasury Management and Investment Strategy 2016/2017, which must be undertaken before the start of each financial year.					Joanne Howlett Acting Head of Resources and Performance 01284 757264		
09/02/16 Page 143	Home-Link Lettings Policy The Cabinet will be asked to recommend to Council, revisions to the Policy which was adopted in 2013 by both Forest Heath District Council and St Edmundsbury Borough Council.	Not applicable	(R) – Council 23/02/16	Cabinet/ Council	Sara Mildmay-White Housing 01359 270580	Simon Phelan Head of Housing 01638 719440 Tony Hobby Service Manager (Housing Options) 01638 719348	All Wards	Report to Cabinet, with recommendations to Council
29/03/16	Revenues Collection Performance and Write-Offs The Cabinet will be asked to consider writing off outstanding debts detailed in the exempt appendices.	Paragraphs 1 and 2	(KD)	Cabinet	Ian Houlder Resources and Performance 01284 810074	Rachael Mann Head of Resources and Performance 01638 719245 Joanne Howlett	All Wards	Report to Cabinet with exempt appendices.

Expected Decision Date	Subject and Purpose of Decision	Reason for taking item in private (see Note 1 for relevant exempt paragraphs)	Decision (D), Key Decision (KD) or Rec (R) to Council on date (see Note 2 for Key Decision definitions)	Decision Taker (see Note 3 for membership)	Portfolio Holder Contact Details	Lead Officer Contact Details	Wards Affected	Documents to be submitted
						Acting Head of Resources and Performance 01284 757264		
24/05/16 Page 144	Revenues Collection Performance and Write-Offs The Cabinet will be asked to consider writing off outstanding debts detailed in the exempt appendices.	Paragraphs 1 and 2	(KD)	Cabinet	Ian Houlder Resources and Performance 01284 810074	Rachael Mann Head of Resources and Performance 01638 719245 Joanne Howlett Acting Head of Resources and Performance 01284 757264	All Wards	Report to Cabinet with exempt appendices.

NOTE 1: DEFINITIONS OF EXEMPT INFORMATION: RELEVANT PARAGRAPHS

In accordance with Section 100(A)(4) of the Local Government Act 1972 (as amended)

The public may be excluded from all or part of the meeting during the consideration of items of business on the grounds that it involves the likely disclosure of exempt information defined in Schedule 12(A) of the Act, as follows:

PART 1

DESCRIPTIONS OF EXEMPT INFORMATION: ENGLAND

1. Information relating to any individual.
2. Information which is likely to reveal the identity of an individual.
3. Information relating to the financial or business affairs of any particular person (including the authority holding that information).
4. Information relating to any consultations or negotiations, or contemplated consultations or negotiations, in connection with any labour relations matter arising between the authority or a Minister of the Crown and employees of, or office holders under, the authority.
5. Information in respect of which a claim to legal professional privilege could be maintained in legal proceedings.
6. Information which reveals that the authority proposes –
 - (a) to give under any enactment a notice under or by virtue of which requirements are imposed on a person; or
 - (b) to make an order or direction under any enactment.
7. Information relating to any action taken or to be taken in connection with the prevention, investigation or prosecution of crime.

In accordance with Section 100A(3) (a) and (b) of the Local Government Act 1972 (as amended)

Confidential information is also not for public access, but the difference between this and exempt information is that a Government department, legal opinion or the court has prohibited its disclosure in the public domain. Should confidential information require consideration in private, this will be detailed in this Decisions Plan.

NOTE 2: KEY DECISION DEFINITION

- (a) A key decision means an executive decision which, pending any further guidance from the Secretary of State, is likely to:
 - (i) be significant in terms of its effects on communities living or working in an area in the Borough/District; or
 - (ii) result in any new expenditure, income or savings of more than £50,000 in relation to the Council's revenue budget or capital programme;
 - (iii) comprise or include the making, approval or publication of a draft or final scheme which may require, either directly or in the event of objections, the approval of a Minister of the Crown.
- (b) A decision taker may only make a key decision in accordance with the requirements of the Executive procedure rules set out in Part 4 of this Constitution.

NOTE 3: MEMBERSHIP OF BODIES MAKING KEY DECISIONS

(a) Membership of the Cabinet and their Portfolios:

Cabinet Member	Portfolio
Councillor John Griffiths Councillor Sara Mildmay-White	Leader of the Council Deputy Leader of the Council/ Housing
Councillor Robert Everitt Councillor Ian Houlder	Portfolio Holder for Families and Communities Portfolio Holder for Resources and Performance
Councillor Alaric Pugh Councillor Joanna Rayner Councillor Peter Stevens	Portfolio Holder for Planning and Growth Portfolio Holder for Leisure and Culture Portfolio Holder for Operations

(b) **MEMBERSHIP TO BE AMENDED FOLLOWING APPROVAL OF JOINT COMMITTEE'S RECOMMENDATIONS TO MOVE TO REPRESENTATION OF ONE MEMBER/ONE SUBSTITUTE PER AUTHORITY**

Membership of the Anglia Revenues Partnership Joint Committee (Breckland Council, East Cambridgeshire District Council, Fenland District Council, Forest Heath District Council, Suffolk Coastal District Council, St Edmundsbury Borough Council and Waveney District Council

Full Breckland Cabinet Member	Full East Cambridgeshire District Council Cabinet Member	Full Fenland District Council Cabinet Member	Full Forest Heath District Council Cabinet Member	Full Suffolk Coastal District Council Cabinet Member	Full St Edmundsbury Borough Council Cabinet Member	Full Waveney District Council Cabinet Member
Councillor Ellen Jolly	Councillor David Ambrose-Smith	Councillor John Clark	Councillor Stephen Edwards	Councillor Richard Kerry	Councillor Ian Houlder	Councillor Sue Allen
Councillor Michael Wassell	Councillor Lis Every	Councillor Chris Seaton	Councillor James Waters	Councillor Geoff Holdcroft	Councillor Sara Mildmay-White	Councillor Mike Barnard
Substitute Breckland Cabinet Member	Substitute East Cambridgeshire District Council Cabinet Member	Substitute Fenland District Council Cabinet Member	Substitute Forest Heath District Council Cabinet Member	Substitute Suffolk Coastal District Council Cabinet Member	Substitute St Edmundsbury Borough Council Cabinet Member	Substitute Waveney District Council Cabinet Member
Councillor Charles Carter	To be confirmed	To be confirmed	Vacancy	To be confirmed	Vacancy	To be confirmed

Cabinet



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Revenues Collection Performance and Write-Offs	
Report No:	CAB/SE/15/084	
Report to and date:	Cabinet	8 December 2015
Portfolio holder:	Ian Houlder Portfolio Holder for Resources and Performance Tel: 01284 810074 Email: ian.houlder@stedsbc.gov.uk	
Lead officer:	Joanne Howlett Acting Head of Resources and Performance Tel: 01284 757264 Email: joanne.howlett@westsuffolk.gov.uk	
Purpose of report:	To consider the current revenue collection performance and to consider writing off outstanding debts, as detailed in the exempt appendices.	
Recommendation:	The write-off of the amounts detailed in the exempt appendices to Report No: CAB/SE/15/084 be approved, as follows: (1) Exempt Appendix 1: Council Tax totalling £21,402.51 (2) Exempt Appendix 2: Business Rates totalling £35,442.94	
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input checked="" type="checkbox"/> No, it is not a Key Decision - <input type="checkbox"/>	
<i>The decisions made as a result of this report will usually be published within 48 hours and cannot be actioned until five clear working days of the publication of the decision have elapsed. This item is included on the Decisions Plan.</i>		
Consultation:	Leadership Team and the Portfolio Holder for Resources and Performance have been consulted with on the proposed write-offs.	
Alternative option(s):	See paragraphs 2.1 and 2.2	
Implications:		

Are there any financial implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> • See paragraphs 3.1 to 3.3	
Are there any staffing implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any ICT implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any legal and/or policy implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> The recovery procedures followed have been previously agreed; writing off uncollectable debt allows staff to focus recovery action on debt which is recoverable.	
Are there any equality implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> • The application of predetermined recovery procedures ensures that everybody is treated consistently. • Failure to collect any debt impacts on either the levels of service provision or the levels of charges. • All available remedies are used to recover the debt before write off is considered. • The provision of services by the Council applies to everyone in the area. 	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Debts are written off which could have been collected.	Medium	Extensive recovery procedures are in place to ensure that all possible mechanisms are exhausted before a debt is written off.	Low
Ward(s) affected:		All wards are affected.	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		None	
Documents attached:		Exempt Appendix 1: Council Tax £21,402.51 Exempt Appendix 2: Business Rates £35,442.94	

1. Key issues and reasons for recommendation(s)

- 1.1 The Revenues Section collects outstanding debts in accordance with either statutory guidelines or Council agreed procedures.
- 1.2 When all these procedures have been exhausted the outstanding debt is written off using the delegated authority of the Head of Resources and Performance for debts up to £2,499.99 or by Cabinet for debts over £2,500.00.
- 1.3 It is best practice to monitor the recovery procedures for outstanding debts regularly and, when appropriate, write off irrecoverable debts.
- 1.4 Provision for irrecoverable debts is included both in the Collection Fund and the General Fund and writing off debts that are known to be irrecoverable ensures that staff are focussed on achieving good collection levels in respect of the recoverable debt.

2. Alternative options

- 2.1 The Council currently uses the services of the ARP Enforcement Agency to assist in the collection of business rates and Council Tax and also has on line tracing facilities. It is not considered appropriate to pass the debts on to another agency.
- 2.2 It should be noted that in the event that a written-off debt become recoverable, the amount is written back on, and enforcement procedures are re-established. This might happen, for example, if someone has gone away with no trace, and then they are unexpectedly 'found' again, through whatever route.

3. Financial implications and collection performance

- 3.1 Provision is made in the accounts for non recovery but the total amounts to be written off are as follows with full details shown in Exempt Appendices 1 and 2.
- 3.2 As at 31 October 2015, the total National Non Domestic Rates (NNDR) billed by Anglia Revenues Partnership on behalf of St Edmundsbury Borough Council (as the billing Authority) is nearly £48.6 million per annum. The collection rate as at 31 October 2015 was 67% against a profile of 65.87%.
- 3.3 As at 31 October 2015, the total Council Tax billed by Anglia Revenues Partnership on behalf of St Edmundsbury Borough Council (includes the County, Police and Parish precept elements) is just under £54.2 million per annum. The collection rate as at 31 October 2015 was 67.56% against a profiled target of 68.03%.

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By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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