

# Overview and Scrutiny Committee



*St Edmundsbury*  
BOROUGH COUNCIL

<b>Title:</b>	<b>Agenda</b>														
<b>Date:</b>	<b>Wednesday 11 November 2015</b>														
<b>Time:</b>	<b>4.00 pm</b>														
<b>Venue:</b>	<b>Conference Chamber West West Suffolk House</b> Western Way Bury St Edmunds														
<b>Full Members:</b>	<p style="text-align: center;"><b>Chairman</b> Diane Hind</p> <p style="text-align: center;"><b>Vice Chairman</b> Jeremy Farthing</p> <p><u>Conservative Members (13)</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Simon Brown</td> <td style="width: 33%;">Richard Rout</td> </tr> <tr> <td>Terry Buckle</td> <td>Angela Rushen</td> </tr> <tr> <td>Patrick Chung</td> <td>Andrew Speed</td> </tr> <tr> <td>Jeremy Farthing</td> <td>Clive Springett</td> </tr> <tr> <td>Susan Glossop</td> <td>Jim Thorndyke</td> </tr> <tr> <td>Wayne Hailstone</td> <td>Frank Warby</td> </tr> <tr> <td>Tim Marks</td> <td></td> </tr> </table> <p><u>Charter Member (1)</u> Diane Hind</p> <p><u>Independent Member (1)</u> Paul Hopfensperger</p> <p><u>UKIP Member (1)</u> John Burns</p>	Simon Brown	Richard Rout	Terry Buckle	Angela Rushen	Patrick Chung	Andrew Speed	Jeremy Farthing	Clive Springett	Susan Glossop	Jim Thorndyke	Wayne Hailstone	Frank Warby	Tim Marks	
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Patrick Chung	Andrew Speed														
Jeremy Farthing	Clive Springett														
Susan Glossop	Jim Thorndyke														
Wayne Hailstone	Frank Warby														
Tim Marks															
<b>Substitutes:</b>	<p><u>Conservative Members (6)</u></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Paula Fox</td> <td style="width: 33%;">Peter Thompson</td> </tr> <tr> <td>Sarah Stamp</td> <td>Patricia Warby</td> </tr> <tr> <td>Vacancy</td> <td>Vacancy</td> </tr> </table> <p><u>Charter Member (1)</u> Julia Wakelam</p> <p><u>UKIP Member (1)</u> Tony Brown</p>	Paula Fox	Peter Thompson	Sarah Stamp	Patricia Warby	Vacancy	Vacancy								
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Sarah Stamp	Patricia Warby														
Vacancy	Vacancy														
<b>Interests – Declaration and Restriction on Participation:</b>	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.														
<b>Quorum:</b>	Six Members														
<b>Committee administrator:</b>	<b>Christine Brain</b> Scrutiny Officer <b>Tel:</b> 01638 719729 <b>Email:</b> <a href="mailto:christine.brain@westsuffolk.gov.uk">christine.brain@westsuffolk.gov.uk</a>														

# **Agenda**

## **Procedural Matters**

**Page No**

### **Part 1 - Public**

**1. Substitutes**

Any Member who is substituting for another Member should so indicate, together with the name of the relevant absent Member.

**2. Apologies for Absence**

**3. Minutes**

**1 - 14**

To confirm the minutes of the meetings held on 22 July 2015 and 15 October 2015 (copies attached).

**4. Public Participation**

Members of the public who live or work in the Borough are invited to put one question/statement of not more than 3 minutes duration relating to items to be discussed in Part 1 of the agenda only. If a question is asked and answered within 3 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 limit of 15 minutes for public speaking, which may be extended at the Chairman's discretion.

**5. Presentation by Streetkleen Bio Limited**

Gary Downie (Managing Director) from Streetkleen Bio Limited has been invited to the meeting to give a short presentation outlining the PooPrints Dog DNA Program; how it works and to answer questions from the Committee.

**6. Presentation by the Cabinet Member for Operations**

**15 - 18**

Report No: **OAS/SE/15/015**

The Cabinet Member for Operations has been invited to the meeting to give a short presentation / account of his portfolio and to answer questions from the Committee.

**7. Christmas Fayre Review**

**19 - 64**

Report No: **OAS/SE/15/016**

	<b>Page No</b>
<b>8. Car Parking Task and Finish Review Group - Final Report</b> Report No: <b>OAS/SE/15/017</b>	<b>65 - 164</b>
<b>9. Directed Surveillance Authorised Applications (Quarter 2)</b> 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.  <i>The Monitoring Officer advised that in Quarter 2, no such surveillance has been authorised.</i>	
<b>10. Decisions Plan: November 2015 to May 2016</b> Report No: <b>OAS/SE/15/018</b>	<b>165 - 184</b>
<b>11. Work Programme Update</b> Report No: <b>OAS/SE/15/019</b>	<b>185 - 194</b>

## **Part 2 – Exempt**

NONE

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# Overview and Scrutiny Committee



*St Edmundsbury*  
BOROUGH COUNCIL

**Minutes** of a meeting of the **Overview and Scrutiny Committee** held on **Wednesday 22 July 2015** at **4.00pm** at the **Conference Chamber, West Suffolk House**, Western Way, Bury St Edmunds IP33 3YU

Present: **Councillors**

**Chairman** Diane Hind  
**Vice Chairman** Jeremy Farthing

Simon Brown  
Terry Buckle  
John Burns  
Patrick Chung  
Susan Glossop  
Paul Hopfensperger

Tim Marks  
Richard Rout  
Angela Rushen  
Andrew Speed  
Clive Springett  
Jim Thorndyke

**By Invitation:**

Tony Brown  
Ian Houlder, Portfolio Holder for Resources and Performance

28. **Apologies for Absence**

Apologies for absence were received from Councillors Wayne Hailstone and Frank Warby.

29. **Substitutes**

There were no substitutions declared.

30. **Public Participation**

There were no questions/statements from members of the public.

31. **Minutes**

The minutes of the meeting held on 10 June 2015 were confirmed as a correct record and signed by the Chairman, subject to the following amendment on page one, minute number 21, which should read "Councillor Tony Brown for Councillor *John* Burns".

## 32. **Review of Car Parking**

*(For transparency Councillor Paul Hopfensperger declared that he had a business in Bury St Edmunds Town Centre, but did not consider this a pecuniary interest in the item under discussion).*

*(Councillor Richard Rout arrived at 4.05pm, during the consideration of this item)*

The Committee received Report No: OAS/SE/15/010, which sought the establishment of a Review Group and adopt the Terms of Reference to conduct a review of car parks in the Borough.

A full review of car parking was timely given that the Borough Council, in partnership with Our Bury St Edmunds had commissioned a study to review:

- 1) Current car parking occupancy across the Borough;
- 2) Short-term capacity issues and long-term parking solutions/interventions;
- 3) The impact of Pay on Exit/Automated Number Plate Recognition systems on capacity and operation of car parks; and
- 4) The financial implications for the car parking service arising from the implementation of either a Pay on Exit or Automated Number Plate Recognition operation.

It was proposed that a Review Group be established comprising of five Members from the Overview and Scrutiny Committee, including a representative from the Performance and Audit Scrutiny Committee to oversee the review of car parks. The Lead Officer for the review would be the Car Parks Manager, supported by officer representation from Finance, Economic Development and Growth and Operations.

The proposed Terms of Reference for the Review Group were:

- 1) To evaluate the current performance including 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.
- 2) To consider current levels of occupancy; future capacity projections and any interventions as required.
- 3) 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.
- 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 the Traffic Road Order.

The Review Group would then present its findings to the Overview and Scrutiny Committee on 11 November 2015 and any recommendations as agreed by the Committee would then be considered by the Performance and Audit Scrutiny Committee as part of the budget setting process.

The Committee considered the report and suggested that the Review Group should be able to make additions, as necessary to the proposed Terms of Reference at their first meeting, to which officers agreed.

### **RESOLVED**

- 1) That the Terms of Reference for a review of car parking be adopted.
- 2) That Councillors John Burns, Susan Glossop, Paul Hopfensperger, Angela Rushen and Jim Thorndyke be nominated to sit on the Car Park Review Group.

### **33. Dog Fouling in West Suffolk**

*(Councillor Andrew Speed arrived at 4.10pm, during the consideration and voting of this item)*

The Committee received Report No: OAS/SE/15/011, which provided an overview of dog fouling within West Suffolk. The report included information on the general issue of dog fouling (national and West Suffolk perspective); why it was difficult to fine offenders; current Council initiatives in West Suffolk (proactive and reactive work); changes in legislation, such as the requirement for dogs to be micro-chipped by April 2016; and options and actions available to the Council to combat dog fouling.

It was reported that in the context of other environmental crimes, dog fouling was not a significant issue in West Suffolk in terms of the number of occurrences and the majority of West Suffolk dog walkers and owners demonstrated responsible actions on a daily basis. However, dog fouling was an anti-social issue that was particularly offensive to those impacted by it.

There were a number of tools available to and used by the Council to change what was in essence a behavioural issue. This included an extensive network of bins and signs supported by both educational and enforcement activity. However, dog fouling was a localised issue and tended to be dealt with through targeted actions and working with the local community. In order to support this moving forward, the following additional actions would be taken:

- 1) Investigate introducing "Paws on Patrol" in West Suffolk;
- 2) Produce reporting guidance for staff;
- 3) Investigate a banner campaign for football pitches with Suffolk Football Association;
- 4) Launch a "Clean It Up" campaign in October 2015;
- 5) Introduce a Public Spaces Protection Orders for dog fouling offences across West Suffolk; and
- 6) Consider a Fixed Penalty Notice reward scheme across West Suffolk for reported dog fouling offences.

The Committee considered the report in detail and asked a number of questions to which officers provided comprehensive responses. In particular the Committee discussed the low number of dog fouling incidents reported and felt the Council should be more proactive in engaging the community in reporting incidents. It was suggested that a publicity campaign should be carried out to try and identify dog fouling hot spot areas within West Suffolk. It was further suggested that there needed to be a simple reporting method on the website to enable the community to report incidents with the ability to upload the location of the dog fouling incident.

The Committee discussed the proposed banner campaign for football pitches with the Suffolk Football Association and suggested that this should also be extended to include rugby pitches.

Members discussed the dog poop bags, which used to include the Councils logo, and suggested that the bags could be sponsored with the organisations and the Councils logo, which could also be dispensed alongside dog bins. Officers agreed to investigate both suggestions.

The Committee discussed the lack of enforcement and acknowledged the difficulties in providing beyond all reasonable doubt that an offence had occurred. However, members felt that the public needed to see the Council was taking serious action against dog fouling by issuing fines. Officers advised the Committee that the Council was looking into improving Fixed Penalty Notices and would continue to be active in enforcement by having more targeted controls to witness dog fouling taking place.

Finally, the Committee considered DNA testing, which was being piloted by Barking and Dagenham Borough Council. Members suggested inviting Streetklean Bio Limited to a future meeting of the Committee to give a presentation on their PooPrints DNA program.

With the vote being unanimous, it was

### **RECOMMENDED**

That:

- 1) The Head of Operations be asked to investigate further the following initiatives to combat dog fouling in West Suffolk:
  - i) Investigate introducing "Paws on Patrol" in West Suffolk;
  - ii) Produce reporting guidance for staff;
  - iii) Investigate a banner campaign for football pitches with Suffolk Football Association;
  - iv) Launch a "Clean It Up" campaign in October 2015;
  - v) Introduce a Public Spaces Protection Orders for dog fouling offences across West Suffolk;
  - vi) Consider a Fixed Penalty Notice reward scheme across West Suffolk for reported dog fouling offences; and
  - vii) Introduce a publicity campaign by carrying out a survey to identify dog fouling hot spot areas in West Suffolk.



- 2) That Streetkleen Bio Limited be invited to give a presentation on their PooPrints DNA program at a future Joint Overview and Scrutiny meeting with Forest Heath District Council.

34. **On-Street Parking - Skyliner Way, Bury St Edmunds - Update**

The Committee received Report No: OAS/SE/15/012, which updated Members on progress made on a number of options explored to see whether improvements could be made to alleviate the parking issues in Skyliner Way, Bury St Edmunds, following consideration of this item on 22 April 2015. At that meeting the Committee acknowledged that it would be expensive to create a layby, but felt that this was the most viable option and that any parking restrictions should not be implemented until all options for a layby had been exhausted.

The Western Area Highways Manager (Suffolk County Council) (SCC) updated the Committee on the findings from the feasibility study into the current depth of various utility services, which would impact on costs in creating a layby.

It was reported that the Highway Authority did not regard the provision of parking as part of its function, but would endeavour to manage such parking as could be permitted on the highway. As a result, it did not provide any direct funding for provision of parking places. However the Borough Council had been invited to submit bids to the On-Street Parking Account held by the Highway Authority. Bids had to be submitted by 31 July 2015. Whilst the emphasis was for bids for the provision of off-street car parks, there was no reason why the Borough Council should not submit a bid to implement verge parking in Skyliner Way.

The Committee considered the report and asked a number of questions to which officers duly responded.

In particular discussions were held on the location of the proposed layby which was near to John Banks. The Western Area Highways Manager stated that the area had been identified as the most appropriate as the verge was at its widest point, and any works would not impact on the current footpath along Skyliner Way.

The Committee **noted** the contents of the report, and with the vote being unanimous,

**RECOMMENDED**

That the Head of Operations, on behalf of the Borough Council be asked to submit a bid of £25,000 to the On-Street Parking Account held by the Highways Authority by 31 July 2015, to implement verge parking in Skyliner Way, Bury St Edmunds.

35. **Directed Surveillance Authorised Applications (Quarter 1) (Verbal)**

*(Councillor Clive Springett left the meeting at 5.20pm during the consideration of this item)*

The Committee received a verbal report from the Council's Monitoring Officer, which outlined the Authorisations of Directed Surveillance under the Regulation of Investigatory Powers Act (RIPA); including the process in place on the use of RIPA. It was reported that:

- RIPA permits public authorities to carry out directed surveillance;
- Directed surveillance was the systematic observation of a person that was carried out covertly;
- It had to be in connection with a specific purpose or investigation; and
- It had to be likely to result in obtaining private information about a person.

Local authorities needed to obtain authorisation for directed surveillance from a magistrate, and could only seek to use directed surveillance to prevent or detect criminal offences that were punishable by maximum term of at least six months imprisonment or related to underage sale of alcohol or tobacco.

The purpose of directed surveillance was to obtain information that could lead to a court case.

The Committee considered the verbal update and asked questions to which the Monitoring Officer duly responded.

There being no decision required, the Committee **noted** the verbal update provided by the Monitoring Officer and that in Quarter 1 of 2015-2016, no such surveillance had been authorised.

36. **Work Programme Update**

The Committee received Report No: OAS/SE/15/013, which provided an update on the current status of the Committee's Work Programme and the Task and Finish Groups appointed by the Committee (Appendix 1).

Attached at Appendix 2 was the Work Programme Suggestion Form to remind Members to complete the 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.

The Chairman advised the Committee of two amendments to the forward Work Programme:

- 1) On 9 September 2015, the item relating to the Review of the Christmas Fayre had been rescheduled to be presented to the Committee on 11 November 2015.

- 2) On 11 November 2015, the Portfolio Holder for Operations (Councillor Peter Stevens) would be in attendance to give a short presentation/account of his portfolio.

The Committee considered the report and amendments. There being no decision required, **noted** the items currently expected to be presented to the Committee during 2015-2016.

The Meeting concluded at 5.30pm

**Signed by:**

**Chairman**

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# Informal Joint Overview and Scrutiny Committee



*St Edmundsbury*  
BOROUGH COUNCIL

**Notes of the Informal Joint Overview and Scrutiny Discussions held  
on Thursday 15 October 2015 at 5.00pm in the Council Chamber,  
District Offices, College Heath Road, Mildenhall**

PRESENT: St Edmundsbury Borough Council (SEBC)

Councillor Diane Hind  
(Chairman of the informal joint discussions)

Councillors Simon Brown, John Burns, Jeremy Farthing, Susan Glossop, Angela Rushen, Clive Springett, Jim Thorndyke, Frank Warby and Patricia Warby.

Forest Heath District Council (FHDC)

Councillors Chris Barker, David Bimson, John Bloodworth, Simon Cole, Christine Mason, Bill Sadler, Reg Silvester and Lance Stanbury.

IN ATTENDANCE: SEBC: Councillor Sara Mildmay-White, Portfolio Holder for Housing  
SEBC: Councillor Ian Houlder, Portfolio Holder for Resources and Performance  
SEBC: Councillor Julia Wakelam  
FHDC: Councillor Peter Ridgwell

Prior to the formal meeting, at 5.00pm informal discussions took place on the following item:

(1) Business Case for Establishing a Housing Development Company

All Members of St Edmundsbury Borough Council's Overview and Audit Scrutiny Committee had been invited to attend the District Offices, Mildenhall to enable informal joint discussions on the above report to take place between the two authorities.

The Chairman of Forest Heath's Overview and Scrutiny Committee welcomed all present to the District Offices, Mildenhall and advised on the format of the proceedings for the informal joint discussions and subsequent separate meetings of

each authority, prior to handing over to the Chairman of St Edmundsbury's Overview and Scrutiny Committee, who would be chairing the informal joint discussions.

Members noted that each Council permitted public participation at their Overview and Scrutiny meetings. Therefore, for the purpose of facilitating these Constitutional requirements, it was proposed that public speaking should be permitted prior to the start of the informal joint discussions to enable any questions/statements to be considered by both Overview and Scrutiny Committees on item 1 above. On this occasion however, there were no questions/statements from members of the public.

The report was then considered in the order listed on each authorities agenda.

1. **Business Case for Establishing a Housing Development Company**

*(Councillor Clive Springett declared a pecuniary interest as a Director on the Havebury Housing Board, and left the meeting.*

*Councillor Frank Warby declared a pecuniary interest as a member of the Havebury Housing Board, and left the meeting.*

*Councillor Patricia Warby declared a non-pecuniary interest as a member of the Havebury Housing Performance and Scrutiny Panel, and left the meeting.*

*Councillor Diane Hind declared a non-pecuniary interest as a member of the Havebury Housing Performance and Scrutiny Panel, and remained in the meeting to chair the informal joint discussions).*

St Edmundsbury Borough Council Portfolio Holder for Housing, Councillor Sara Mildmay-White presented the report, which set out the business case for establishing a commercial company limited by shares for the purpose of generating an income by the development of housing, including homes for sale, private rent, affordable rent and shared ownership. 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 a revenue income to all Councils.

Attached as Appendix A, to the report was the draft Cabinet report, which set out the business case for the establishment of a housing development company. Considerable detail was contained in the draft Cabinet report, based on advice from GVA Consulting, covering the financial aspects, and Trowers and Hamlins, covering the legal aspects. The draft Cabinet report contained a series of recommendations, approval of which would enable the Company to be incorporated.

The West Suffolk Housing Strategy 2015-2018, approved by both Councils in October 2014 identified the potential of a housing development company to meet key housing objectives in West Suffolk. The proposed Company would also make significant contributions to West Suffolk's three key priorities:

- Homes for our communities;
- Increased opportunities for economic growth; and
- Resilient families and communities that are healthy and active.

The Head of Housing also gave a presentation, which provided a broad overview covering:

- The national and local context
- The proposal
- What the benefits were
- Pressures facing West Suffolk
- Housing and community case, including community benefits
- Financial case
- Governance proposal

Members were asked to consider the business case for establishing a Housing Development Company, and propose any amendments prior to being presented to the Extraordinary Cabinet on 27 October 2015.

Members scrutinised the Business Case in detail and asked a number of questions to which the Head of Housing and other officers provided comprehensive responses. In particular discussions were held on the company structure; why other alternative options had been rejected; the reasoning behind why members were not on the Board of Directors; the role of the Shareholder Advisory Group; why the Company was being set up jointly with Suffolk County Council; the future potential for other organisations to be able to join the Housing Company; providing housing to support extended families; supporting people who wanted to build their own homes; the provision of 30% affordable housing; the risk of oversaturating the housing market and the future effect of devolution.

The Head of Housing informed members that the Overview and Scrutiny Committee would receive each year the Housing Company's Annual Business and Delivery Plan for in-depth scrutiny, prior to it going to each full Council for approval. Members acknowledged that this would be an important role for Overview and Scrutiny.

Members discussed in detail the proposed governance arrangements, with some members expressing reservations as to why it was being recommended that Members should not be on the Board of Directors. It was suggested that paragraph 3.24, bullet point four should be reworded removing the reference to officers and that the additional directors would be independent individuals selected for their relevant expertise and experience.

A number of members expressed their support for the Housing Company, which had been discussed sometime ago when the Housing Strategy was previously scrutinised by an Informal Joint Overview and Scrutiny Committee.

The Chairman thanked the Portfolio Holder, Louise Aynsley from Suffolk County Council and Officers for their presentation on the Business Case.

On the conclusion of the informal joint discussions at 6.47pm, the Chairman formally opened the meeting of the St Edmundsbury Borough Council's Overview and Scrutiny Committee at 6.50pm, in the Council Chamber.

# Overview and Scrutiny Committee



St Edmundsbury  
BOROUGH COUNCIL

**Minutes** of a meeting of the **Overview and Scrutiny Committee** held on **Thursday 15 October 2015** at **6.50pm** at the **Conference Chamber, West Suffolk House**, Western Way, Bury St Edmunds IP33 3YU

Present: **Councillors**

**Chairman** Diane Hind  
**Vice Chairman** Jeremy Farthing

Simon Brown  
Susan Glossop  
Angela Rushen

Jim Thorndyke  
John Burns

**By Invitation:**

Ian Houlder, Portfolio Holder for Resources and Performance  
Sara Mildmay-White, Portfolio Holder for Housing  
Julia Wakelam

37. **Substitutes**

There were no substitutes at the meeting.

38. **Apologies for Absence**

Apologies for absence were received from Councillors Patrick Chung, Tim Marks, Richard Rout and Andrew Speed.

Councillors Terry Buckle, Wayne Hailstone and Paul Hopfensperger were also unable to attend.

39. **Public Participation**

This item was taken as part of the informal joint session. However, there were no questions/statements from members of the public.

40. **Business Case for Establishing a Housing Development Company**

*(Councillor Clive Springett declared a pecuniary interest as a Director on the Havebury Housing Board, and left the meeting.*

*Councillor Frank Warby declared a pecuniary interest as a member of the Havebury Housing Board, and left the meeting.*



*Councillor Patricia Warby declared a non-pecuniary interest as a member of the Havebury Housing Performance and Scrutiny Panel, and left the meeting.*

*Councillor Diane Hind declared a non-pecuniary interest as a member of the Havebury Housing Performance and Scrutiny Panel, and remained in the meeting).*

Further to the informal joint discussions held prior to the meeting on the Business Case for Establishing a Housing Development Company, with Members of St Forest Heath District Council's Overview and Scrutiny Committee, the Committee formally considered Report No: OAS/SE/15/014.

The report sought approval of a business case for establishing a commercial company limited by shares for the purpose of generating an income by the development of housing, including homes for sale, private rent, affordable rent and shared ownership. 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 a revenue income to all Councils.

Members had scrutinised the business case in detail and had asked a number of questions to which comprehensive responses were duly provided.

Subject to comments made during the informal joint discussions, with the vote being unanimous, it was:

### **RECOMMENDED**

That the Full Business Case as set out in Appendix A to Report No: OAS/SE/15/014 be approved, subject to the following amendment to paragraph 3.24; bullet point four to read as follows:

Up to three additional directors unanimously approved by the three Shareholder Councils. These ~~may either~~ *will* be 'independent' individuals selected for the relevant expertise and experience. ~~in relation to housing development, or other officers.~~

#### **41. Exclusion of the Press and Public**

See minute 42 below.

#### **42. Exempt Appendices: B, C and D (para 3)**

The Overview and Scrutiny Committee considered the Exempt Appendices B, C and D to Report No: OAS/SE/15/014. However no reference was made to specific detail and therefore this item was not held in private.

The Meeting concluded at 6.53 pm

**Signed by:**

**Chairman**

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# Overview and Scrutiny Committee



St Edmundsbury  
BOROUGH COUNCIL

<b>Title of Report:</b>	<b>Presentation by the Cabinet Member for Operations</b>	
<b>Report No:</b>	<b>OAS/SE/15/015</b>	
<b>Report to and date/s:</b>	<b>Overview and Scrutiny Committee</b>	11 November 2015
<b>Portfolio Holder:</b>	Peter Stevens Portfolio Holder for Operations <b>Tel:</b> 01787 280284 <b>Email:</b> <a href="mailto:Peter.Stevens@stedsbc.gov.uk">Peter.Stevens@stedsbc.gov.uk</a>	
<b>Lead Officer:</b>	Christine Brain Scrutiny Officer <b>Tel:</b> 01638 719729 <b>Email:</b> <a href="mailto:Christine.brain@westsuffolk.gov.uk">Christine.brain@westsuffolk.gov.uk</a>	
<b>Purpose of report:</b>	As part of the "Challenge" role, Overview and Scrutiny are asked to consider the roles and responsibilities of Cabinet Members. It is part of the Scrutiny role to challenge in the form of questions.  Therefore, to carry out this constitutional requirement, at every ordinary Overview and Scrutiny meeting at least one Cabinet Member shall attend to give an account of his or her portfolio and answer questions from the Committee.	
<b>Recommendation:</b>	<b>Members of the Committee are asked to question the Cabinet Member for Operations on his portfolio responsibilities.</b>	
<b>Key Decision:</b> <i>(Check the appropriate box and delete all those that <b>do not</b> 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"/>	
<b>Consultation:</b>	• N/A	

<b>Alternative option(s):</b>		• N/A	
<b>Implications:</b>			
Are there any <b>financial</b> implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any <b>staffing</b> implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any <b>ICT</b> implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any <b>legal and/or policy</b> implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
Are there any <b>equality</b> implications? <i>If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
<b>Risk/opportunity assessment:</b>		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
<b>Risk area</b>	<b>Inherent level of risk</b> (before controls)	<b>Controls</b>	<b>Residual risk</b> (after controls)
	Low/Medium/ High*		Low/Medium/ High*
None			
<b>Ward(s) affected:</b>		All	
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>		None	
<b>Documents attached:</b>		None	

## **1. Key issues and reasons for recommendation**

### **1.1 Background**

1.1.1 As part of its "Challenge" role, the Overview and Scrutiny Committee is asked to consider the roles and responsibilities of Cabinet Members.

1.1.2 To carry out this constitutional requirement, at every ordinary Overview and Scrutiny meeting at least one Cabinet Member shall be invited to give an account of his or per portfolio and to answer questions from the Committee.

1.1.3 At this meeting, members of the Committee are asked to consider the responsibilities of the Cabinet Member for Operations, Councillor Peter Stevens.

1.1.4 The Cabinet Member for Operations has overall responsibility for the following:

- Car parking
- CCTV
- Cemeteries
- Fleet management
- Grounds maintenance
- Land drainage
- Markets (delivery)
- Operations
- Property services and estate management
- Public conveniences
- Refuse/recycling
- Street scene
- Tourism (operations)

### **1.2 Proposals**

1.2.1 That the Overview and Scrutiny Committee ask questions of the Cabinet Member for Operations, following his verbal presentation, based on the functions as outlined in paragraph 1.1.4 of the report.

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# Overview and Scrutiny Committee



*St Edmundsbury*  
BOROUGH COUNCIL

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

<p><b>Key Decision:</b></p> <p><i>(Check the appropriate box and delete all those that <b>do not</b> 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><b>Consultation:</b></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"> <li>- Online public survey</li> <li>- Workshop for Town Centre businesses</li> <li>- Meetings and telephone conversations with: <ul style="list-style-type: none"> <li>o Emergency services</li> <li>o OurBuryStEdmunds and arc management</li> <li>o Bury St Edmunds Tourism Group</li> <li>o Christmas Fayre venues</li> <li>o Council operational services</li> <li>o Council support services</li> </ul> </li> </ul>
<p><b>Alternative option(s) for the Christmas Fayre:</b></p>	<ul style="list-style-type: none"> <li>• Continue with the Christmas Fayre in the current format.</li> <li>• Complete an annual review of the Christmas Fayre as part of budget setting.</li> <li>• Run the Christmas Fayre as a commercial event</li> <li>• Establish an arms-length vehicle to run the Fayre and other events across West Suffolk.</li> <li>• End the Council's involvement with the Fayre and explore future options for running the Fayre with OurBuryStEdmunds or the emerging Destination Management Organisation.</li> </ul>
<p><b>Implications:</b></p>	
<p><i>Are there any <b>financial</b> 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"> <li>• Commitment to provide the Christmas Fayre for the remainder of the current political administration.</li> <li>• The Christmas Fayre should be managed as a cost-neutral event by the Council.</li> </ul>
<p><i>Are there any <b>staffing</b> 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"> <li>•</li> </ul>



<i>Are there any <b>ICT</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
<i>Are there any <b>legal and/or policy</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
<i>Are there any <b>equality</b> implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> •	
<b>Risk/opportunity assessment:</b>		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
<b>Risk area</b>	<b>Inherent level of risk</b> (before controls)	<b>Controls</b>	<b>Residual risk</b> (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
<b>Wards affected:</b>		All Bury St Edmunds wards	
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>		10 June 2015 Overview and Scrutiny Committee - <a href="#">OAS/SE/15/007</a>	
<b>Documents attached:</b>		<b>Appendix A</b> - Analysis of Christmas Fayre stalls <b>Appendix B</b> – Christmas Fayre stakeholders and review reporting structure <b>Appendix C</b> – Christmas Fayre impact survey <b>Appendix D</b> – 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 NABMA<sup>1</sup>. 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 schools, choirs and bands that perform receive a donation for their time and expenses (see para 2.25 below).

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

- 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 review<sup>2</sup> 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 <sup>3</sup> | - 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.

- 2.12 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*

<sup>2</sup> [Overview & Scrutiny review report](#)

<sup>3</sup> 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.

(100 stalls). *Information* stalls are the least common type of stalls, with only nine present at the event.

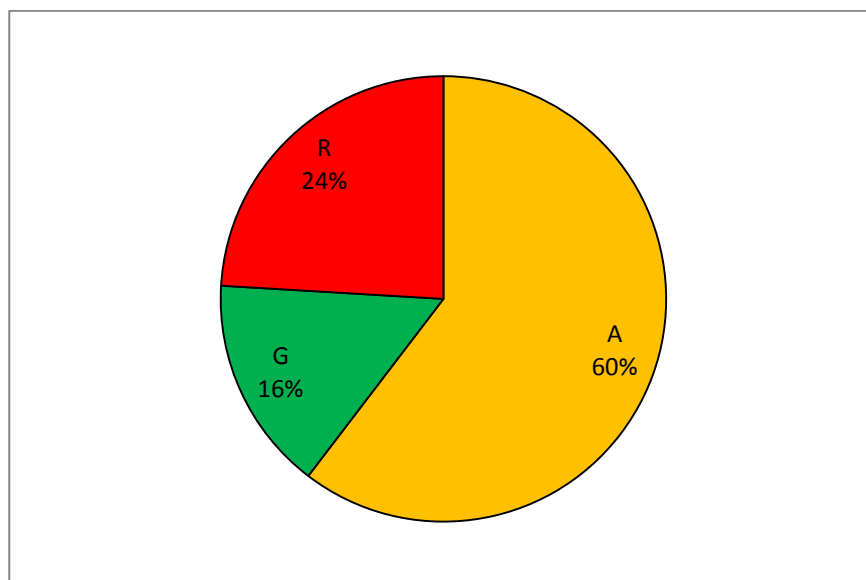
2.13 The Council wants to ensure that the Fayre has an appropriate mix of stalls that meet the needs of the customer and offers a diverse retail offer. The Markets Development Officer has the responsibility of balancing the different types of market stall to suit the demographic and shopping behaviour 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.

<b>Stall Type</b>	<b>Number of Stalls</b>	<b>% of Total</b>
<b>Household Goods</b>	<b>110</b>	<b>36.91%</b>
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%
<b>Foods</b>	<b>100</b>	<b>33.56%</b>
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%
<b>Personal Goods</b>	<b>79</b>	<b>26.51%</b>
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%
<b>Information</b>	<b>9</b>	<b>3.02%</b>
Charity	5	1.68%
Promotional	4	1.34%
<b>Grand Total</b>	<b>298</b>	<b>100%</b>

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 postcode<sup>4</sup> of the registered trader.

<sup>4</sup> 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.

- **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.

### **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.

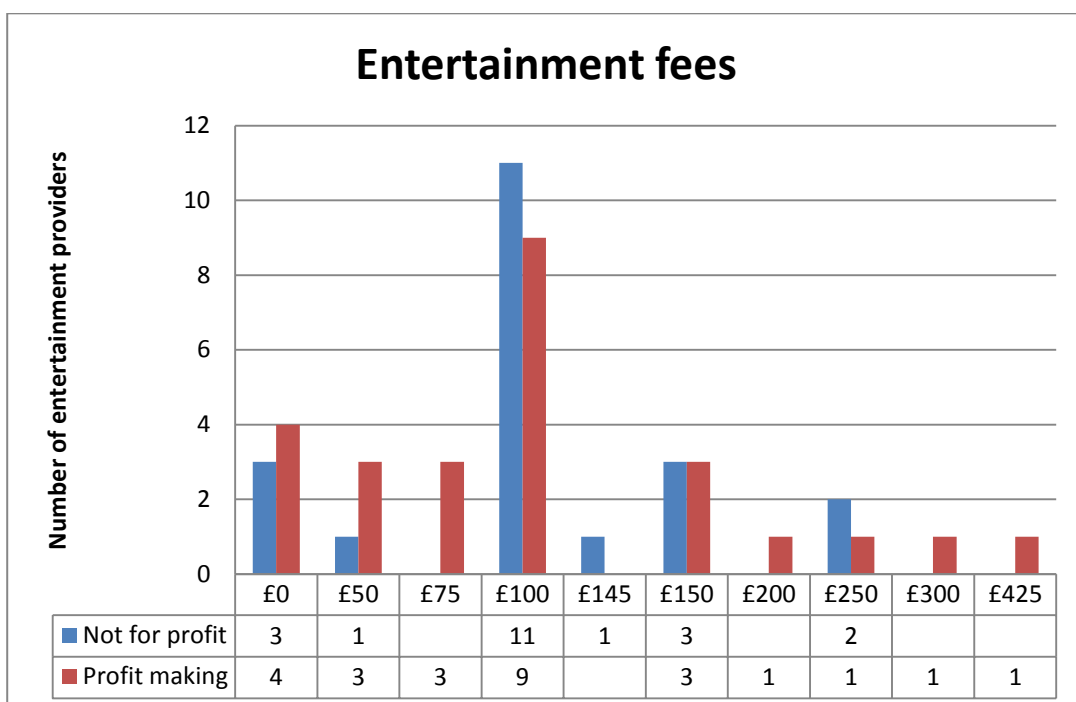
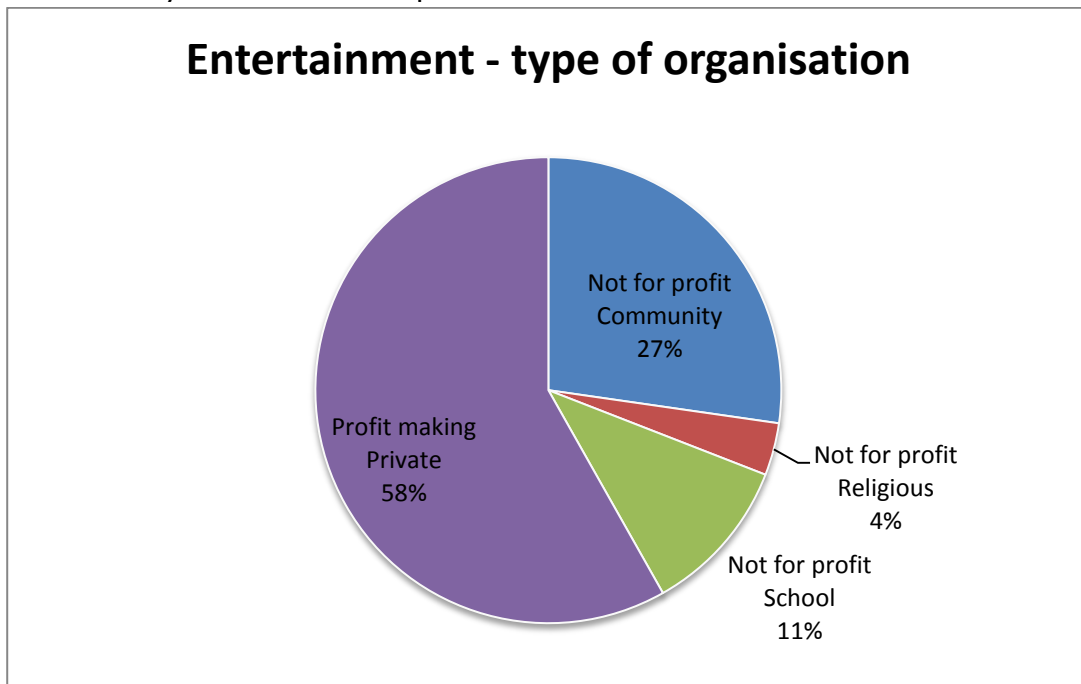
### ***Entertainment***

2.25 There are three entertainment stages with a full programme of artists performing<sup>5</sup>. 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.

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

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.



### **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:

<b>Expenditure</b>	
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
<b>Total expenditure</b>	<b>£149,161</b>
<b>Income</b>	
Coach booking fee	- £3,365
Sponsorship	- £1,500
Greene King Car Park	- £4,577
Stallholder fees	- £138,455
<b>Total Income</b>	<b>- £147,897</b>
<b>Net Expenditure</b>	<b>£1,264</b>

\*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
- Findings from meetings with external partners and stakeholders
- Fayre planning and management risks identified
- Vision for the Fayre
- Commitment to the Fayre
- 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 Friday<sup>6</sup>.

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 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

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<sup>6</sup> 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.

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 website<sup>7</sup> 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.
- 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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<sup>7</sup> <http://www.ncass.org.uk/>

## Christmas Fayre trader summary

### 1. Introduction to Fayre trader data

- 1.1 Data was taken from council records of all stall traders. These records included the names of all the traders as well as:
- information about where they were situated;
  - a description of what they sold; and
  - contact details, including an address.
- 1.2 Based on the description of what they sold each individual stall was assigned a category and corresponding high-level group. For example a stall that sells hot food would be assigned the *Café/Takeaway* category and the corresponding *Foods* high-level group. A list of categories and groups can be found in the table in section 2 below.

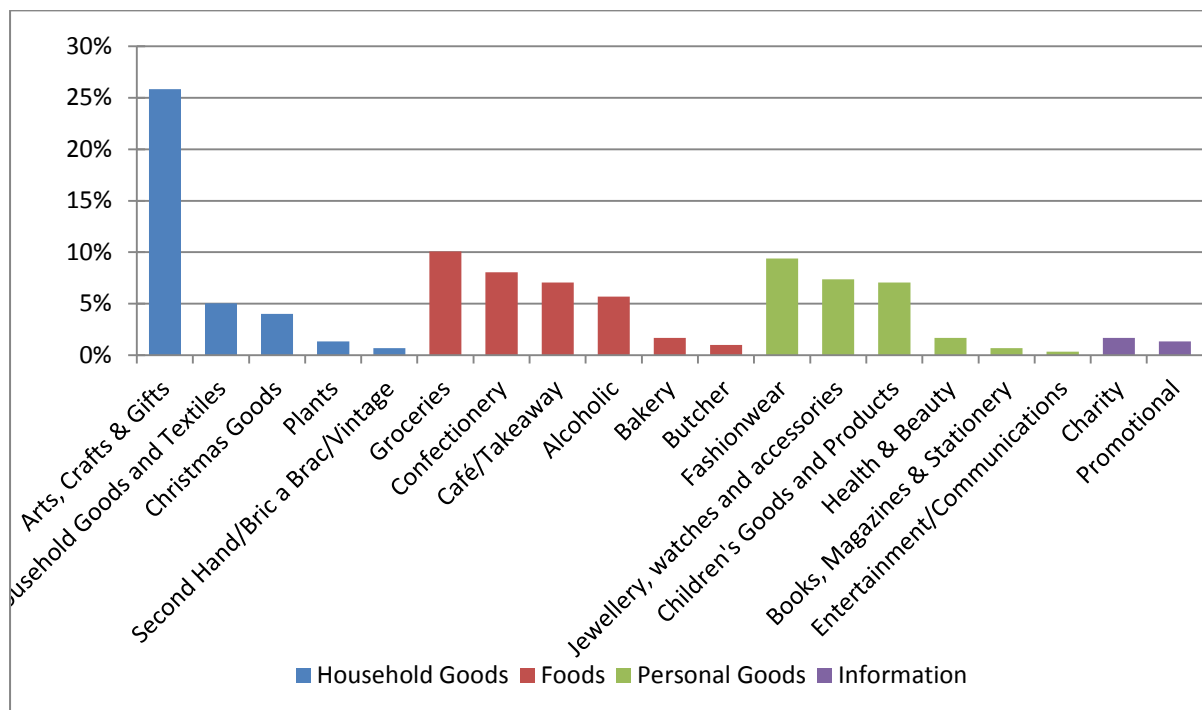
### 2. Overview of stalls by type

- 2.1 Out of the four high-level categories the majority of traders were categorised as selling *Household Goods* (110 stalls), followed closely by *Foods* (100 stalls). *Information* stalls were the least common type of stalls by a long way, with only 9 present at the whole event.

Table 1: Count of stalls by type and category

Stall Type	Number of Stalls	% of Total
<b>Household Goods</b>	<b>110</b>	<b>36.91%</b>
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%
<b>Foods</b>	<b>100</b>	<b>33.56%</b>
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%
<b>Personal Goods</b>	<b>79</b>	<b>26.51%</b>
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%
<b>Information</b>	<b>9</b>	<b>3.02%</b>
Charity	5	1.68%
Promotional	4	1.34%
<b>Grand Total</b>	<b>298</b>	<b>100%</b>

- 2.2 The graph below shows the proportion of stalls in each category by percentage. They are colour-coded and grouped by high-level group. It is notable that over one quarter of all stalls were *Arts, Crafts and Gifts*, by far the single biggest category.

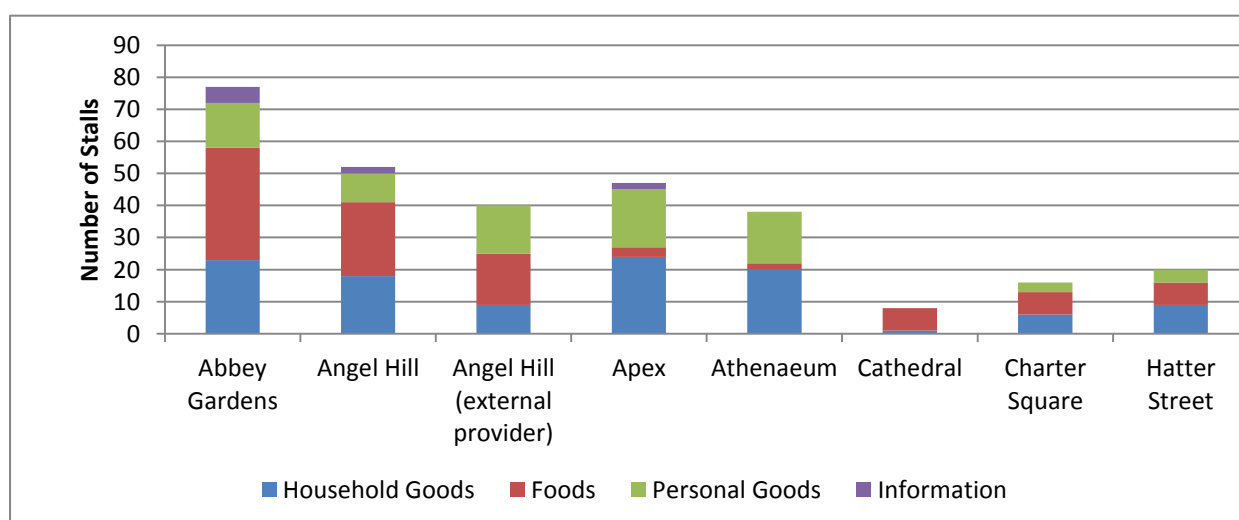


2.3 It is notable that beyond the dominance of *Arts, Crafts & Gifts* there is a relatively even distribution among the next tier of categories. The following categories all enjoyed between 5% and 10% of the total:

- Household goods and textiles
- Groceries
- Confectionery
- Café/Takeaway
- Alcoholic
- Fashionwear
- Jewellery, watches and accessories
- Children's goods and products

### 3. Breakdown of stalls by location

3.1 The table below shows the distribution of stalls over different areas of town. Each column is divided into high-level categories.



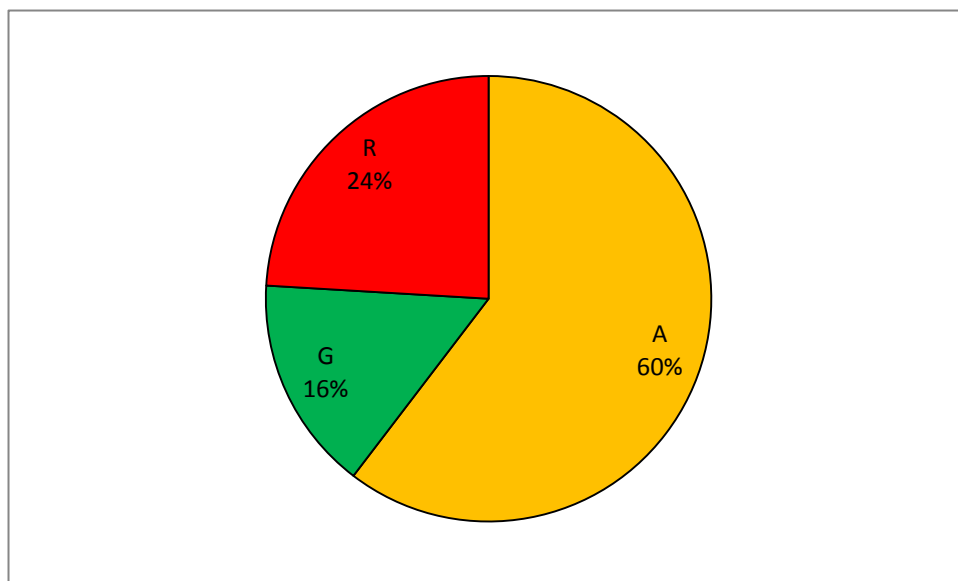
#### 4. Stallholder – postcode analysis

4.1 One area of interest when examining the Fayre is the extent to which local traders are represented. Many comments from the Christmas Fayre survey highlighted the value that residents attach to seeing high-quality local products.

4.2 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 postcode of the registered trader.

4.3 It should be noted that the Red, Amber, Green classification below 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.

- 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.

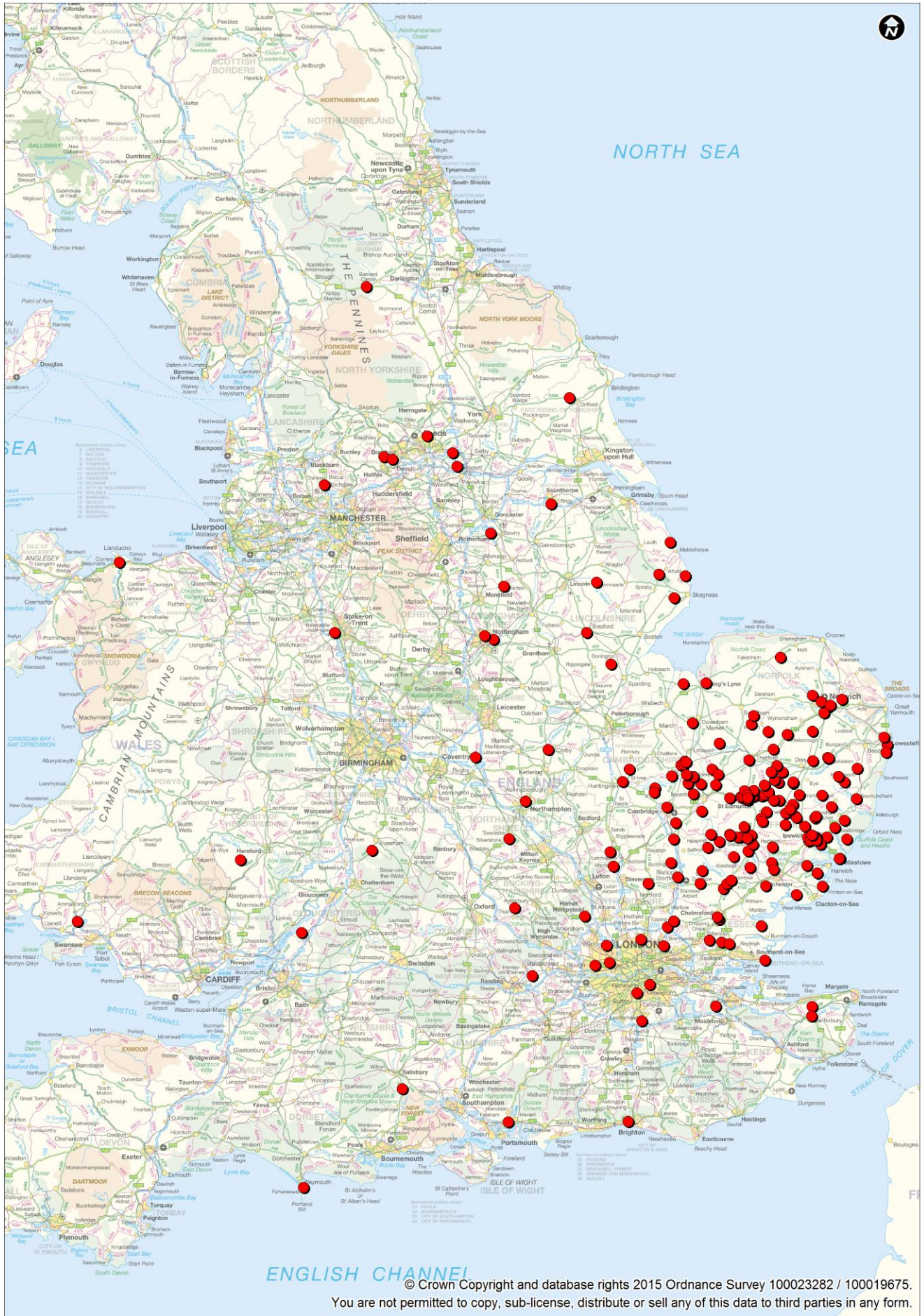


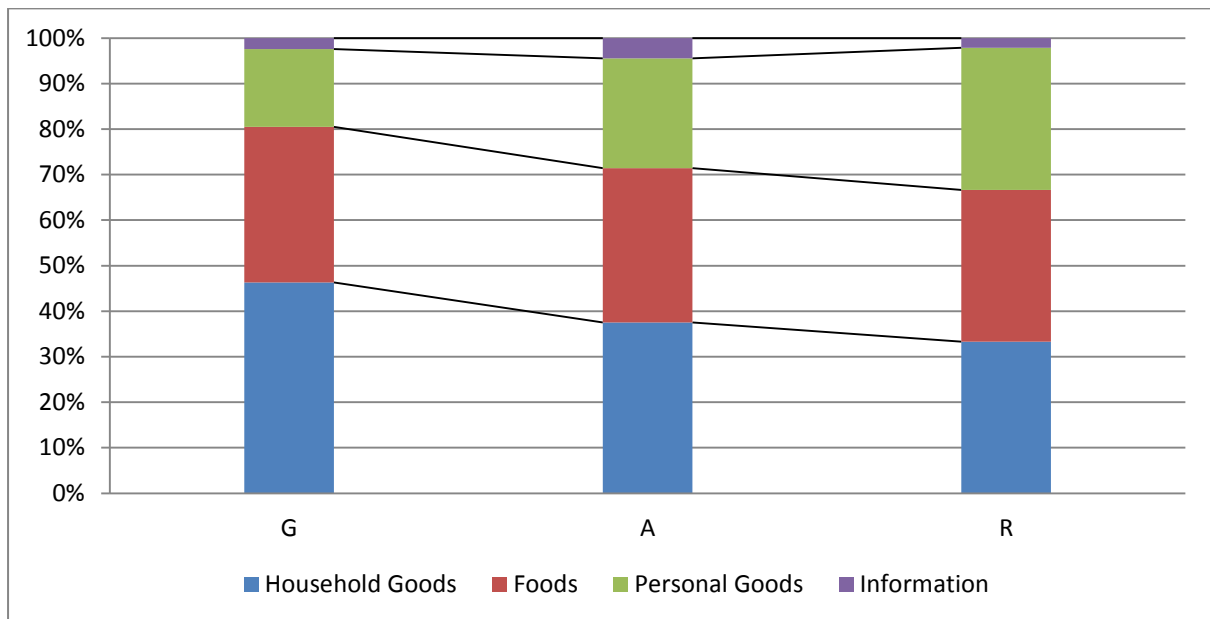
4.4 It is encouraging, in terms of regional economic benefit, that 76% of the Fayre stalls that are managed by the Council are based in the east of England.

4.5 The postcode location of the registered traders has also been plotted on a map of Britain. Please see the map on the following page.



# Christmas Fayre Stall Holder Data 2015





- 4.4 The graph above shows the proportion of each high level category within the RAG classifications. Within each classification the proportion of *Foods* stalls remains relatively constant at around one third or 33.3%. However there is a shift in the proportions of *Household Goods* and *Personal Goods* as stalls get less local.
- 4.5 The most local classification (G) has a higher proportion of *Household Goods* stalls (46%) than *Personal Goods* stalls (17%). However the least local class has nearly even proportions of 31% and 33% respectively.
- 4.6 This is partially accounted for by there being proportionately few local stalls selling *Fashionwear* and *Jewellery and Watches* and a high proportion selling *Arts, Crafts and Gifts* and *Christmas Goods*.

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*Bury St Edmunds Christmas Fayre – five year operation plan*

Cabinet

Overview and Scrutiny

Christmas Fayre Task and Finish Group

Finance

Governance

Stakeholders

Operational

Operational Review Group

Internal stakeholders

External stakeholders

Focus groups/ surveys

Commercial

Car Parks

Our Bury St Edmunds

Bury St Edmunds Town Council

Residents

Town centre businesses and retailers

Business Regulation

Parks

Paul Kennedy, Market Square

Churchgate Residents Association

Shoppers

Landscapes

Waste

The Police

Abbeygate Ward Members

Human Resources

Finance

St Johns Ambulance

Tower Division Members

Bus Station

The Apex

Fire Service

Health & Safety

Highways

Bus companies

Arc Management

Property Services

Communications

Security

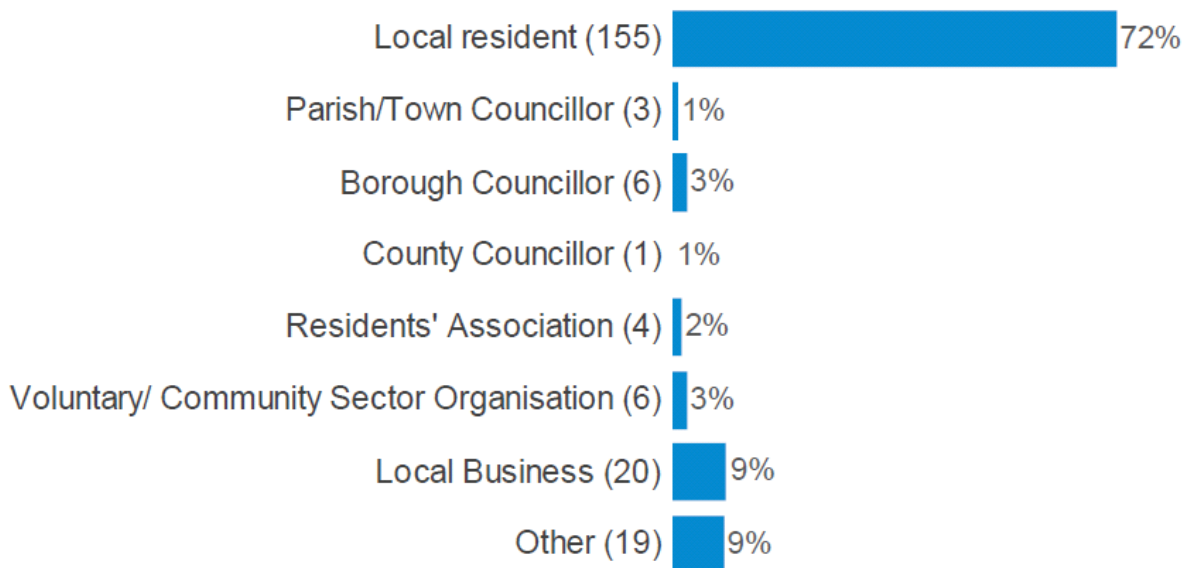
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## Christmas review – online survey

As part of the Christmas Fayre review, the Council produced an online survey to request feedback from the public, community representatives, local businesses and other stakeholders. The results of this survey were used to understand the impact of the Christmas Fayre on the town.

This report summarises the responses to the survey

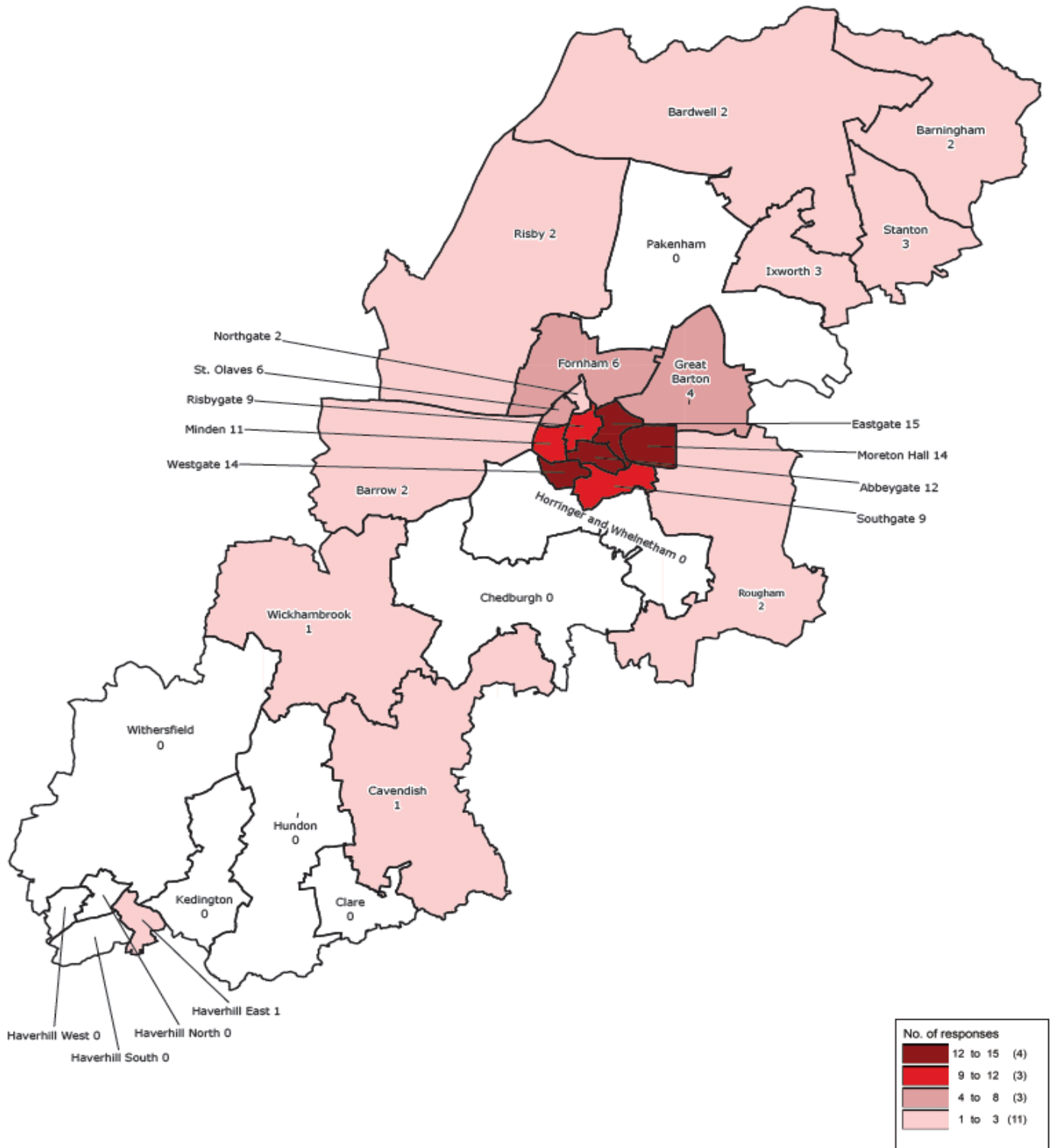
### What best describes your interest /response? Are you a (please tick one):



19 people defined their interest in the Christmas Fayre as 'other'. These responses were from emergency services, visitor to the town, former town resident, employed in the town or a support service to the planning and/or management of the Fayre.

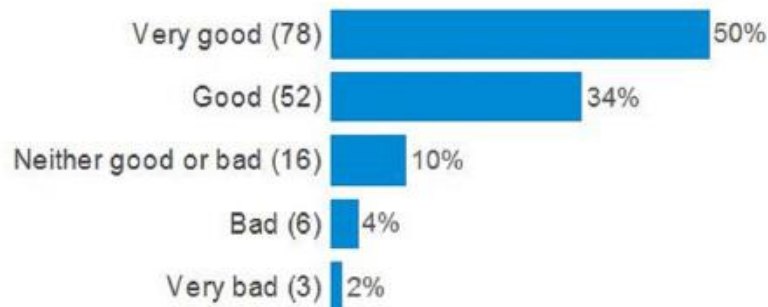
The level of response to the Christmas Fayre survey was very encouraging and the Task and Finish Group asked for a breakdown of the resident responses to ensure it was not a disproportionate representation of the town. The map on the following page shows the spread of responses across Bury St Edmunds and the St Edmundsbury borough.

Local resident responses by Borough Ward





It was recognised by the Task and Finish Group that the Christmas Fayre has both a positive and negative impact on Bury St Edmunds and the surrounding area. Respondents to the survey were asked to assess whether on the whole they thought the Christmas Fayre is good or bad for Bury St Edmunds.



The survey then highlighted some of the more apparent negative and positive impacts on the town and asked people to measure the effect of this aspect.

### Negative effect on the local area:

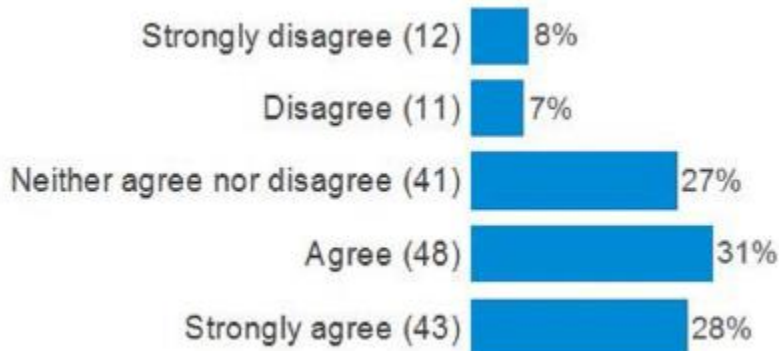
- 67% thought that car parking had a negative effect on the local area
- 69% thought that traffic congestion had a negative effect on the local area
- 51% thought that pedestrian congestion had a negative effect on the local area
- The following percentages of respondents thought that the following had a negative effect on the local area:
  - Litter (17%)
  - Noise (9%)
  - ASB (7%)
  - Waste of public money (9%)
  - Negative impact on Bury St Edmunds image (6%)
  - Over-commercialised event in a historic town (17%)

### Positive effect on the local area:

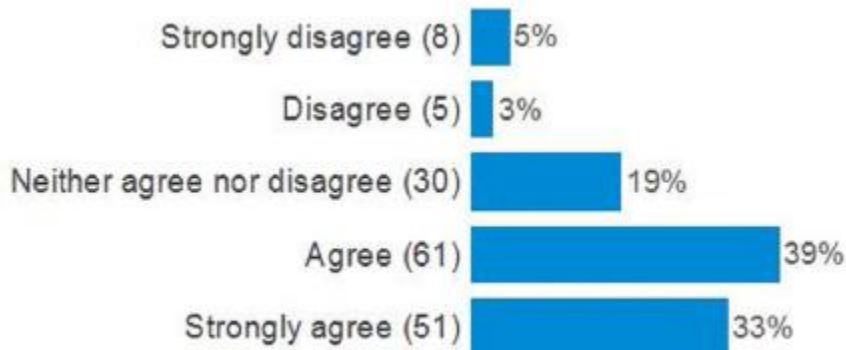
- 80% thought that it enhanced the image of Bury St Edmunds as a visitor destination
- 74% thought that it boosted the local economy, creating higher footfall throughout the town centre
- 64% thought it provided trading opportunities for local traders and casual employment opportunities for local people
- 66% thought it was a great event for the communities in and around Bury St Edmunds
- 63% thought that it offered suitable entertainment for all ages

The survey asked people whether they thought that the Christmas Fayre made Bury St Edmunds an exciting place to visit, live and work.

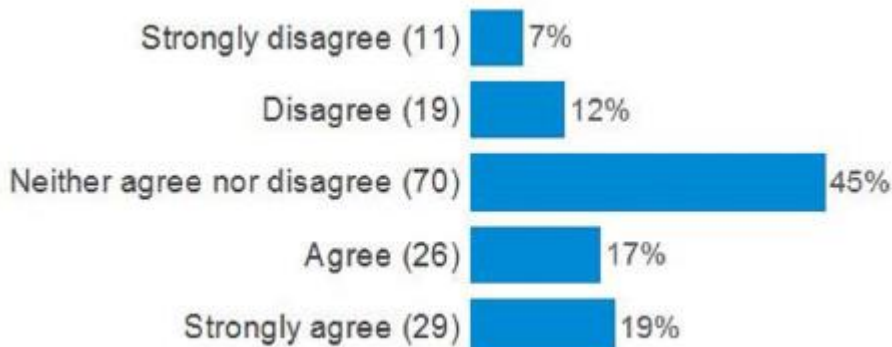
**Does the Fayre give you pride in Bury St Edmunds and make it an exciting place to live?**



**Does the Fayre give you pride in Bury St Edmunds and make it an exciting place to visit?**



**Does the Fayre give you pride in Bury St Edmunds and make it an exciting place to work?**



### **Christmas Fayre survey – FAQ's**

The Christmas Fayre impact survey provided the opportunity for people to provide free-text comments regarding the Christmas Fayre. The comments have been collated and summarised into this FAQ document with the following headings:

- [Access](#)
- [Animals](#)
- [Banks](#)
- [Business impact](#)
- [Communication](#)
- [Congestion](#)
- [Crowds](#)
- [Entertainment](#)
- [Location](#)
- [Public transport](#)
- [Security](#)
- [Stalls](#)
- [Timing](#)

#### **Access**

*Is the Christmas Fayre accessible for people with limited mobility?*

All venues used by the Christmas Fayre offer disabled access and the event organisers plan the layout carefully to ensure there is space available for people with limited mobility to move around the event. However, it should be noted that the Fayre experiences a high footfall and those with limited mobility are advised to avoid peak times.

#### **Animals**

*There is concern for the live animals that appear at the Christmas Fayre due to the vast crowds and noise. How are they sourced and how does the Council ensure they are kept in a safe environment?*

All animals (farm animals and reindeer) on show at the Fayre are sourced from specialist companies. In advance of the Fayre the Council completes a routine background check on the company and requests the appropriate risk assessments and other paperwork in advance of the event. The paperwork is assessed by the Health and Safety Manager and approved if appropriate.

#### **Banks**

*How will the Council build a relationship with the banks to ensure they do not run out of cash at the Christmas Fayre?*

The banks in the Bury St Edmunds town centre receive advance warning from OurBuryStEdmunds of the date for the Christmas Fayre. The banks should plan appropriately for an event of this size.



**Business impact**

*How does the Christmas Fayre impact on the local trade sectors? How can this impact be measured in the future?*

The Council uses footfall counters in the arc and on Abbeygate Street to measure the number of visitors to the Christmas Fayre. Over recent years the Council has engaged with local businesses through OurBuryStEdmunds and will continue to do so over the coming years.

*How can the Council integrate the Christmas Fayre with the rest of the town centre, for example the Traverse and St Johns Street?*

The Council works with businesses across the Bury St Edmunds town centre and is open to suggestions for how this event can be better integrated with other areas of the town.

*Why does the Council offer the stalls to businesses that are not from the local area? They don't pay business rates here and their profits aren't distributed in the local area.*

60% of stalls provided by the Council at the 2015 Christmas Fayre were from East Anglia. The Council offers preference to local traders where appropriate. Previous visitor surveys have shown that visitors to the Fayre also spend money in the town centre shops, restaurants and on local accommodation.

*Does the Council offer stalls at a discounted rate to local traders and start up businesses?*

No, the Council doesn't offer discounted stalls. However, the Council does offer local businesses priority bookings in new areas of the Christmas Fayre, for example this year the Angel Hotel was offered a stall.

*Why do the shops and the weekly market close before the Fayre finishes in the evening?*

Several businesses in the town centre stay open for the duration of the Christmas Fayre and the Council encourages other businesses to also extend their opening hours. In response to feedback, the weekly market will stay open for the duration of the Fayre this year and will not be able to move until pedestrian congestion has reduced.

### **Communication**

#### *How does the Council communicate with residents and businesses in the lead up to the Christmas Fayre?*

The Council uses lots of communication channels to communicate with residents, businesses and visitors to the Christmas Fayre. Examples of the communication channels used by the Council are listed below:

- Christmas Fayre website and programme
- Christmas Fayre facebook page:
- Council twitter feed
- Christmas Fayre email newsletter distribution
- OurBuryStEdmunds newsletter to town centre businesses
- Bury Free Press newspaper and website
- Various press releases
- Various radio advertising

The Council is currently exploring ways of proactively communicating with affected residents concerning, for example, road closures.

#### *How does the Council advertise the locals only evening to residents and businesses?*

The Council promotes the Thursday evening part of the Fayre, aimed at locals, on Facebook and through the Bury Free Press. The website and programme also includes a section on the opening evening.

### **Congestion**

#### *What is the Council doing to reduce congestion in the Bury St Edmunds town centre over the Christmas Fayre weekend?*

The Council works every year to increase the availability of car parking outside of the town centre which reduces the levels of congestion in the town. A 1,000 space Park and Ride service is operated from Claas UK, and 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.

A large team of stewards, both volunteer and paid, are also recruited to signpost visitors to the best area for car parking.

Visitors to the 2015 fayre were encouraged to leave the 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.

The availability and management of car parking at the Christmas Fayre is improving year-on-year and the Council appreciates the support of local businesses and schools for providing their services and car parks to reduce traffic congestion across the town.

*How does the Council encourage people from outside of Bury St Edmunds to use the park and ride service instead of parking in the town centre car parks which causes gridlock and inconvenience for residents and businesses?*

The Council works closely with a Traffic Management company to direct customers from the A14 to the park and ride and park and walk car parks. This service is also promoted on the website, social media and in press releases prior to the event.

*What does the Council do to support the residents and businesses that are affected by the road closures?*

The Council recognises the impact that the road closure has on local businesses and residents and offers local businesses free advertising on the Christmas Fayre website and offers residents use of the Ram Meadow car park for the Christmas Fayre weekend.

*How do the event organisers work with the emergency services to ensure that the congestion does not affect the ambulance, fire and police services?*

The Council's Health and Safety Manager produces a comprehensive event safety plan and submits this to the Safety Advisory Group in advance of the event. The emergency services are engaged with in advance of the event to ensure they are happy with the safety arrangements for the event.

*Is the Council planning to provide a Park and Ride site on the East of Bury St Edmunds?*

The Council is not currently considering this option due to the impact of additional footfall from the park and ride service. Visitors to the Fayre from east of Bury St Edmunds are encouraged to use public transport or the park and walk car parks.

### **Crowds**

*What is the Council doing to ensure there are sufficient public toilets available for the Christmas Fayre?*

The Council has listened to feedback from the 2014 Fayre and organised for additional public toilets to be placed across the town centre. There will also be better signage available to ensure that visitors know where the nearest public toilet facilities are.

*It's not possible to see the stalls in the Athenaeum, the Arc and on Angel Hill because of the huge crowds of people. Is the Council doing anything to moderate the crowds across all venues?*

The Council recognises that additional footfall should not be attracted to the Christmas Fayre as this could affect the safety and enjoyment of the event. The Council uses CCTV and Zone Leaders (stewards on the ground) to constantly monitor the crowd dynamics.

The Council has also looked at alternative methods of reducing pedestrian congestion, for example by considering introducing a one way system. A one way system cannot be achieved for pedestrian flow but alternative 'quieter' routes are signposted by stewards at peak times. The weekly provisions market in the Buttermarket is in place for the Friday, Saturday and Sunday and this has improved the flow of pedestrians from Angel Hill to the arc and other areas of the town centre.

The managers of the venues used by the Christmas Fayre monitor the number of visitors to the building to ensure that the maximum occupancy is not exceeded. All crowd dynamics and the venue footfall totals are analysed and evaluated by the Health and Safety Manager after the event.

*The stalls on Angel Hill and in the Athenaeum are too close together. How does the Council ensure that there is suitable space available for people to comfortably walk around the Fayre?*

The layout of the Christmas Fayre is planned carefully by event organisers to ensure that there is space available for people to walk around the Christmas Fayre and to allow access for emergency service vehicles. The space available is deemed as sufficient but the Council recognises that it can be congested at peak times and this is kept under review by event organisers, CCTV and the zone leaders.

*Could the Council reduce pedestrian congestion by utilising other community space in the town centre, for example town centre churches or the art gallery?*

Several churches and other community facilities offer stalls and other events over the Christmas Fayre weekend and the Council encourages others to make similar arrangements.

### **Entertainment**

*How does the Council advertise the variety of entertainment that takes place across the town centre?*

The entertainment programme is advertised on the Christmas Fayre website in advance of the event and signage is available at the stage on Angel Hill and the stage at Charter Square to inform visitors of the entertainment programme for the

day. Event organisers have arranged for larger signage for the entertainers at the 2015 Christmas Fayre.

*There needs to be more variety to the Christmas Fayre entertainment. How does the Council programme the entertainment for the event?*

Every year the Council reviews and improves the entertainment programme for the Christmas Fayre. Interested schools, choirs and other groups are encouraged to contact the event organisers.

*Why does the Council put fireworks on the Christmas Fayre opening night?*

The fireworks are provided for the first evening as an incentive for local residents to visit the Christmas Fayre on the Thursday night. The opening night is primarily aimed at local residents and isn't marketed for coach companies to visit.

### **Location**

*Why doesn't the Council hold the Fayre in a field outside of Bury St Edmunds? Surely this would remove the negative impact on local residents and businesses.*

Holding the Christmas Fayre outside of Bury St Edmunds town centre would reduce the impact on the town centre economy and also wouldn't showcase the many Bury St Edmunds attractions that encourage visitors to return to the town.

*Why does the Council have to close Angel Hill for the Christmas Fayre? Surely the road could remain open if the stalls, entertainment and funfair was located in the Abbey Gardens instead.*

The Council Health and Safety Manager advised the closure of Angel Hill due to high volume of pedestrians. There were several near misses involving members of the public and vehicles at the Christmas Fayre in 2004 and a subsequent decision was taken for Angel Hill to be closed for all future Christmas Fayres.

*Is the Council going to refresh the Christmas Fayre by reviewing the location of stalls across the town centre? It would be better if some stalls were clustered by type.*

The Council wants visitors to the Christmas Fayre to experience the whole range of stalls across the town. Also, having a variety of stalls across the town centre supports the management of pedestrian congestion across all venues.

*Is the Council going to make the most of the Cornhill site now that only one shop is in the building?*

Event organisers are working with the owners of the Cornhill Walk shopping centre and this year the building is being used for charity craft stalls and a cycle park, with free bicycle MOT service, for visitors that cycle to the Fayre.

*Locating the stalls on Angel Hill horizontally rather than vertically (similar to the town centre) would improve pedestrian congestion. Has the Council considered this?*

Event organisers have tried a variety of layouts for Angel Hill and the current format is considered from a crowd control and crowd dynamics point of view to be the most appropriate at this time.

### **Public transport**

*Is the Council working with local bus companies to provide additional services for residents over the Christmas Fayre weekend? Less people would drive if the bus companies provided a later services to the outlying estates and villages.*

The Council is working with bus and rail providers to encourage visitors to use public transport to visit the Fayre. The Council has explored additional bus services from the surrounding villages in the past but the uptake has not been sufficient enough to support this initiative being repeated.

### **Security**

*Is there a sufficient number of stewards and police present to guide people around the town and to ensure the safety and security of people?*

The Council has received positive feedback from the emergency services and visitors regarding the helpfulness of the stewards. The Council is employing more NVQ qualified stewards for the 2015 Fayre to manage the flow of pedestrians around the town and to ensure visitors are safe and that they enjoy their visit.

### **Stalls**

*The stalls at the Christmas Fayre are very repetitive and the majority offer low quality products. What does the Council do to ensure there is a variety of high quality stalls at the Fayre?*

The event organisers monitor the levels of each type of stall across the town centre and tests this through customer feedback. There are also areas of the town with higher quality products, for example the Athenaeum.

*What identity is the Council trying to create for the Christmas Fayre? Has the Council considered replicating the image of the German Christmas? It's currently a very mixed style and quality across the town.*

The Christmas Fayre is promoted as a Fayre with a variety of stalls on offer to suit a range of tastes and incomes.

*Does the Council offer priority for stalls to local businesses that source products that are produced locally?*

Local businesses are taken into consideration when selecting a new stallholder for a vacant pitch.

### **Timing**

*Has the Council considered putting the Fayre on for a longer period to reduce the congestion issues? Alternatively, has the Council considered reducing the number of days to mitigate the negative impact on the town?*

The Council is not currently considering offering the Christmas Fayre for a longer period. However, the Council is looking to use the Fayre to promote other events that are happening in the area over the festive period.

*The final weekend of November is 'Black Friday' which would already bring a high footfall to Bury St Edmunds. Shouldn't the Council hold it a week earlier to support both events?*

The Council has agreed to fix the date of the Christmas Fayre as the final weekend in November as this avoids a clash with the Christmas lights switch-on and also avoids a clash with the Lincoln Christmas Market. However, this will be revisited if Black Friday becomes a more important tradition in the local area and there is clear support from businesses to change the date to avoid the impact on a busy weekend for trading.

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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	<b>December 2015 - December 2019</b>
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	<b>December 2015 - December 2019</b>
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	<b>December 2015 - December 2019</b>
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	<b>December 2015 - December 2019</b>
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	<b>December 2015 - December 2019</b>
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	<b>Nov-15</b>
7	Christmas Fayre review	Democratic Process	Cabinet to consider the recommendations from the Overview and Scrutiny Committee on 8 December	Service Manager - Economic Development	<b>Dec-15</b>
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	<b>Dec-15</b>
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	<b>2016/17 Fayre</b>
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	<b>2016 Fayre</b>
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	<b>December 2015 - April 2019</b>
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	<b>2016 Fayre</b>
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	<b>2016 Fayre</b>
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	<b>2017/2018 budget</b>
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	<b>2017/2018 budget</b>

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	<b>2016/2017</b>
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	<b>2016 Fayre</b>
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	<b>2016 Fayre</b>
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	<b>2016 Fayre</b>
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	<b>1st report in Q1 2016/17</b>
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	<b>2016 Fayre</b>
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.		<b>2016 Fayre</b>
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	<b>2016 Fayre</b>
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	<b>2016 Fayre</b>
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	<b>December 2015 - April 2019</b>
26	Operational	Administrative support	Identify the administrative tasks and responsibilities (and equivalent FTE time) required to support the Christmas Fayre.	HR Business Partner	<b>2016 Fayre</b>
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	<b>December 2015 - April 2019</b>
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	<b>2016 Fayre</b>
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	<b>2016 Fayre</b>
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	<b>2016 Fayre</b>
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	<b>December 2015 - April 2019</b>

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	<b>2016 Fayre</b>
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	<b>2016 Fayre</b>
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)	<b>2016 Fayre</b>

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# Overview and Scrutiny Committee



*St Edmundsbury*  
BOROUGH COUNCIL

<b>Title of Report:</b>	<b>Car Parking Task and Finish Review Group – Final Report</b>	
<b>Report No:</b>	<b>OAS/SE/15/017</b>	
<b>Report to and date/s:</b>	<b>Overview and Scrutiny Committee</b>	11 November 2015
<b>Portfolio holder:</b>	Cllr Peter Stevens Portfolio Holder for Operations <b>Tel:</b> (01787) 280284 <b>Email:</b> <a href="mailto:peter.stevens@stedsbc.gov.uk">peter.stevens@stedsbc.gov.uk</a>	
<b>Lead officer:</b>	Mark Walsh Head of Operations <b>Tel:</b> 01284 757300 <b>Email:</b> <a href="mailto:mark.walsh@westsuffolk.gov.uk">mark.walsh@westsuffolk.gov.uk</a>	
<b>Purpose of report:</b>	<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>	

<b>Recommendation:</b>	<p><b>It is <u>RECOMMENDED</u> that the Overview and Scrutiny Committee:</b></p> <p><b>(1) Note and comment on the report by the Car Parking Task and Finish Review Group, as set out in Appendix 1.</b></p> <p><b>(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.</b></p>	
<b>Key Decision:</b>  <i>(Check the appropriate box and delete all those that <b>do not</b> 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 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>	
<b>Consultation:</b>	<p>Consultation has been undertaken with car park users, key stakeholders and local businesses by way of surveys, questionnaires and meetings.</p>	
<b>Alternative option(s):</b>	<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"> <li>• To make no changes to tariffs or improvements to car parking capacity and flexibility of payment</li> <li>• To recommend a 'blanket' percentage increase rise across all car parks in future years.</li> </ul>	
<b>Implications:</b>		
<p><i>Are there any <b>financial</b> 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"> <li>• 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</li> </ul>	

Are there any <b>staffing</b> implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> <li>Pay on Exit/ANPR operations will have an impact on staff work practices and this has been considered within the report.</li> </ul>	
Are there any <b>ICT</b> implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> <li>New technologies for payment has been considered as part of the review</li> </ul>	
Are there any <b>legal and/or policy</b> implications? If yes, please give details		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> <li>Any recommendations must be compliant with the Road Traffic Act</li> </ul>	
Are there any <b>equality</b> implications? If yes, please give details		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> <li></li> </ul>	
<b>Risk/opportunity assessment:</b>		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
<b>Risk area</b>	<b>Inherent level of risk</b> (before controls)	<b>Controls</b>	<b>Residual risk</b> (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
<b>Ward(s) affected:</b>		All	
<b>Background papers:</b> <i>(all background papers are to be published on the website and a link included)</i>			
<b>Documents attached:</b>		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 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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## **APPENDIX 1**

### **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 22<sup>nd</sup> 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
<b>Total</b>	<b>3,218</b>	<b>1,942,719</b>

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.

<b>Car Park</b>	<b>Spaces</b>	<b>Total Parking Events in 2014</b>
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
<b>Total</b>	<b>1,008</b>	<b>414,597</b>

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

**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 **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 **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 **It is recommended that additional capacity of 30 spaces can be found on Hardwick Heath Car Park.**
- Recommendation 8 **The Council promotes the availability of free parking at weekends at Olding Road.**
- Recommendation 9 **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 **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 **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 **It is recommended that Haverhill Leisure Centre car park be limited to a maximum stay of 3hrs.**
- Recommendation 13 **To implement up to 4hrs and All Day parking restrictions on the Rose and Crown Car Park in Haverhill.**
- Recommendation 14 **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 1<sup>st</sup> April 2016

## **Appendix B – Tariff Comparisons**

<b>Place</b>	<b>Up to 1hr</b>	<b>Up to 3hrs</b>	<b>Up to 4hrs</b>	<b>All Day</b>
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!!

	<b>Question 2</b>	<b>“The most important users of the car parks are...”</b>
<b>Survey Ref</b>	<b>Type Of Business</b>	<b>Comments Made</b>
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.

	<b>Question 3</b>	<b>“The most important factor all for the car park is...”</b>
<b>Survey Ref</b>	<b>Type Of Business</b>	<b>Comments Made</b>
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	<b>“The change that would most improved car parking in Haverhill is...”</b>
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	<b>“If the cost of parking were to increase, please indicate which proposals you would support...”</b>
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	<b>“If the cost of parking were to increase, please indicate which proposals you would support...”</b>
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.

		<b>“Any other comments?”</b>
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 1<sup>st</sup> 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 <b>£1.80</b>	£2.00 <b>£2.50</b>	£2.70 <b>£3.00</b>			
Ram Meadow (Mon- Sun)			£1.50	£1.80		£2.30	
Parkway Multi (Mon-Fri)			£1.50 <b>£1.80</b>	£1.80 <b>£2.00</b>		£2.30 <b>£2.70</b>	
Parkway Multi (Sat-Sun)			£1.50 <b>£2.00</b>	£1.80 <b>£2.50</b>	<b>£3.00 New Tariff</b>	£2.70 <b>Deleted</b>	
Parkway surface (Mon-Fri)			£1.60	£2.00	£2.20		
Parkway surface (Sat-Sun)			£1.60 <b>£2.00</b>	£2.00 <b>£2.50</b>	£2.20 <b>£3.00</b>		
Robert Boby		20p	£2.20	£3.00			£1.00
Lower Baxter	60p	£1.50	£2.20				£1.00
School Yard East				£1.80 <b>£2.00</b>			£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				<b>£1.00 New Tariff</b>		£2.20 <b>Delete</b>	
Meadows		40p		£1.00 <b>Delete</b>	<b>£1.00 New Tariff</b>	£2.20 <b>£1.50</b>	
Rose and Crown					<b>£1.00 New Tariff</b>	<b>£2.00 New Tariff</b>	

#### Weekly Ticket Prices from 1<sup>st</sup> April 2016

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

#### Season Ticket Prices from 1<sup>st</sup> April 2016

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

St Edmundsbury Borough Council  
**Final Report: Car Parking Capacity &  
Management Study**



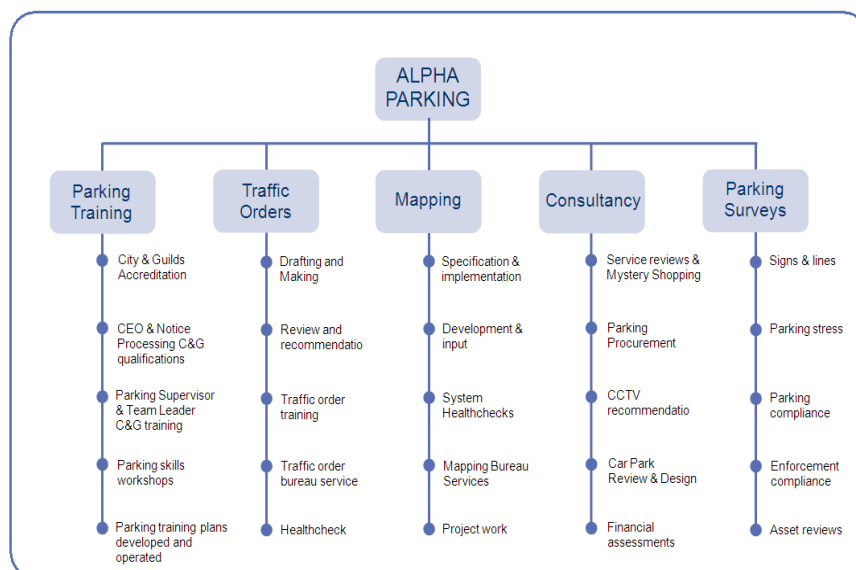
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# 1. Study Objective

- 1.1 St Edmundsbury Borough Council are aware of the importance of car parking facilities to the development and prosperity of the town and the region and are considering their strategy for managing their sites going forward.
- 1.2 The strategy is to consider key areas such as:
  - The offering to customers and stakeholders
  - Current and future capacity requirements
  - Efficient operational development
- 1.3 The Council has instructed Alpha Parking to carry out a car park review and produce this report to explain the approach and results of the project and make recommendations for strategy development.
- 1.4 Alpha Parking is an established, successful specialist parking consultancy focused on assisting public and private parking operations in all parking areas.
- 1.5 Our experienced teams have in-depth parking knowledge and skills split across the five areas in the diagram below.



## 2. Methodology

2.1 In order to obtain an overall understanding of the current St Edmundsbury car park position we carried out a number of exercises. These are described in the table below which indicates, as well, what each exercise contributes to the review. Please note: the table does not indicate any priority or specific order; a number of the exercises were carried out concurrently

Review Process	Objective
1. Background research	To obtain an understanding of the St Edmundsbury area and major demographic factors which impact on the car parking requirements; for instance, economy, population types and forecast, transport and previous car park studies.
2. Review of transaction data obtained from the Council	Depending on the scope and detail of the transaction data available it can provide considerable information on recent car park usage in the Borough. While useful we found that the data systems were not user friendly so analysis from this source was of assistance but somewhat restricted.
3. On site physical review of car parks	Assessment of customer offer and physical state of each site.
4. Occupancy surveys of car parks	To review current usage and provide further information on transaction data issues
5. Focus group meeting with local stakeholders	Discussion group to gain information on stakeholder concerns and aspirations.

<p>6. Car park customer consultation</p>	<p>Gaining input on car park users views on the car parks</p>
<p>7. Use of TEMPRO database</p>	<p>We access the government database to obtain information on future transport projections in the region and, therefore, potential parking capacity requirements.</p>
<p>8. Benchmarking</p>	<p>Obtaining of comparable car parking data from appropriate towns to compare and contrast with the St Edmundsbury offer.</p>
<p>9. Desktop review</p>	<p>Assessment of the results from the review processes combined with our experienced knowledge and development of recommendations</p>

## 3. Background Assessment

- 3.1 A review of the background to the parking requirements in the area provides core information on types and scale of future requirements which need to be born in mind in considering car park strategy development.
- 3.2 The Borough is in Suffolk between Cambridge and Ipswich. It is a mainly rural area with two towns, Bury St. Edmunds and Haverhill and a number of smaller centres.
- 3.3 The population has been growing consistently and is forecast to continue growing as shown in the table below:-

Year	Population	Index (1982 base = 100)
1982 <sup>[1]</sup>	88,400	100
2002 (estimate)	98,563	111.5
2007 <sup>[1]</sup>	102,900	116.4
2010 (estimate)	107,350	121.4
2013 <sup>[2]</sup>	111,800	126.5
2035 (forecast) <sup>[3]</sup>	126,673	143.3

- 3.4 Age distribution is changing with over 65's forecast to increase by 25% by 2031 whilst the under 16s will remain static.
- 3.5 There is a higher than average proportion of Group A,B and C2 and a lower than average Group D and E. A high proportion of people work from home compared with the average <sup>[5]</sup>.
- 3.6 Home ownership is unaffordable to large sections of the population with average costs 7.5 times the average earnings <sup>[1]</sup>. New properties are expected to be built at around 600pa until 2030/31<sup>[1]</sup>

- 3.7 Other measures show high quality of life, high life expectancy, good general health, low crime and low deprivation, though there are pockets where this situation is reversed.
- 3.8 The economy is strong with less than 3.1% unemployment and the projected total employment is expected to rise by 22.2% from 2009-2026.<sup>[1]</sup>
- 3.9 The employment base, however, lacks a broad range and on a smaller division, some communities are highly dependent on a specific industry or even single employer. As such there is a level of vulnerability <sup>[1]</sup>.
- 3.10 There are three primary road routes (A14, A134 and A143), though other roads are considered difficult or unsuitable for large vehicles. <sup>[1]</sup>
- 3.11 There is one railway station in Bury St Edmunds with very good commuter access to Cambridge (and on to Birmingham), Ipswich, Peterborough (for the East Coast Line) and London Liverpool Street.
- 3.12 Bus Stations in Bury St Edmunds and Haverhill are convenient for the town <sup>[5]</sup>. Inter town services are generally on an hourly basis, whilst Bury St Edmunds town circulars are every 20 - 30 minutes. However, the majority only run through the day, ending at around 6pm, a minority are reduced on a Saturday and there is little or no service on Sunday. Haverhill shares some of the Bury St Edmunds services but local services are not so frequent, as little as 1 per day in some directions.
- 3.13 There is an “Over reliance on private car for transport” <sup>[1]</sup> and, compared with the national average, there is a significantly higher level of two (or more) car households. In rural areas this is seen by many as a necessity with around 2/3 of parishes having no local access to shops, post offices or general stores. Public Transport improvement is rated as 'fundamental' to development of the area and congestion, air quality and road safety are key issues.
- 3.14 Other documents such as the East of England Plan (2008), the Regional Transport Plan and the Suffolk Local Transport Plan all refer to the need to encourage sustainable travel modes.

### 3.15 Development Considerations

Car Parks at the Arc, Wilkinsons, and St Andrews Street North in Bury St Edmunds have all been suggested as sites or parts of sites where existing parking spaces could or should be reconfigured to provide further expansion of the town centre 'high street' type of retailing.

The Haverhill masterplan recently endorsed by St Edmundsbury Borough Council, proposing significant development improvement in the town centre for example, Jubilee Walk is part of a plan to improve the bus station and enhance the car park<sup>[6]</sup>.

### 3.16 Previous Car Parking Studies

Surveys were carried out in 2006 and 2011 asking people in the two town centres about their travel, purpose and facilities.

Some key results relating to this report are that:-

- a) 57% of visitors to Bury St Edmunds arrived by car as a driver or as a passenger
- b) 37% of visitors (ie not just motorists) stay for less than 2 hours
- c) 48% of visitors (ie not just motorists) stay for between 2 and 4 hours
- d) 16% of visitors (ie not just motorists) stay for more than 4 hours
- e) The most disliked aspect of Bury St Edmunds was high car park charges and the most popular suggestion for improving Bury St Edmunds was to reduce car parking charges. Providing more parking was the next priority and then to improve public transport
- f) Two-thirds stated that the difficulty in parking in Bury St Edmunds had reduced.
- g) In Haverhill parking did not appear to be an issue in comparison with other factors

### 3.17 Pay on Exit/Foot or Pay by Plate

St Edmundsbury Council commissioned a Phase 1 report to study the technical feasibility of PoF and/or ANPR Pay by Plate in the St Edmundsbury car parks. This report was submitted in March 2014.

This report described the different forms of payment technology, such as; Pay and Display (P&D), Pay on Foot (PoF), Automatic Number Plate Recognition (ANPR) the different forms of payment (Coin, Note, Card, Contactless card, Tel, Web etc) as well as a number of the benefits and problems. A short summary of this is included later in this report.

It went on to advise the suitability of 6 Bury St Edmunds and 3 Haverhill car parks for conversion. All the car parks were considered suitable for ANPR whilst two would not be suitable for PoF. We have commented on these conclusions later in this report.

The report concluded that PoF was a ‘risk free solution’, which could be considered a little sweeping as all systems, implementations and applications carry some risk.

### 3.18 Current Car Park Situation.

We were asked to cover in the study the main urban centre within the Borough, Bury St Edmunds and reference the Haverhill situation.

The two centres have a number of car parks which offer both long stay (LS) and short stay (SS) facilities. The table below summarises these and indicates the estimated number of parking bays available in each car park.

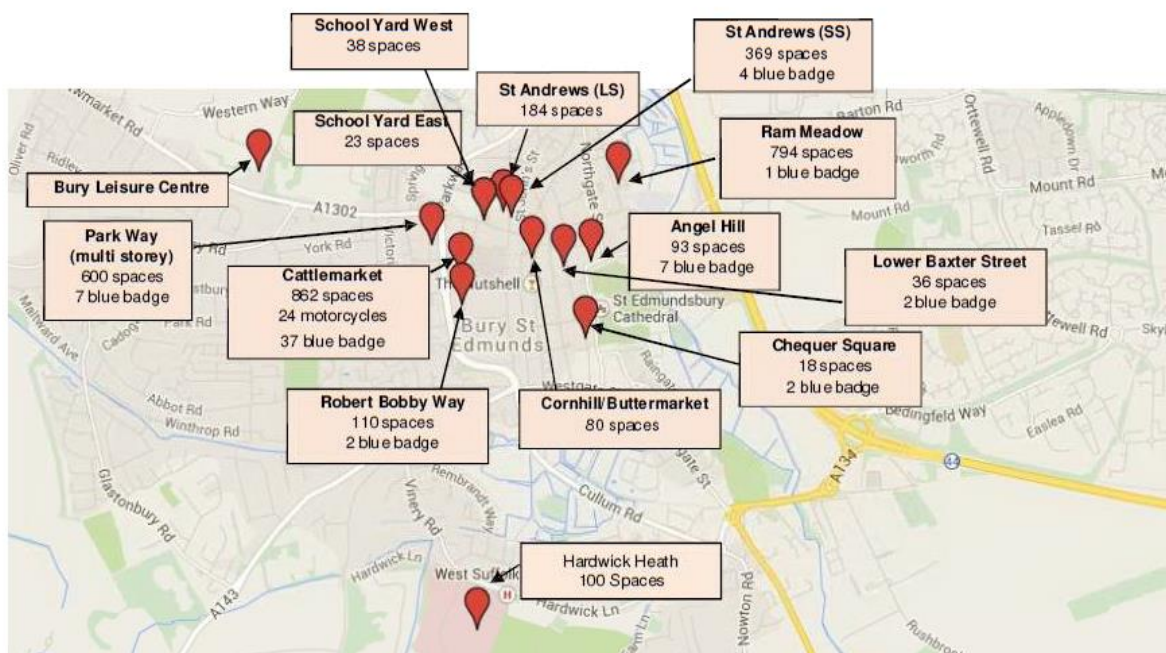
Car Park	Type	Spaces
<b>Bury St Edmunds</b>		
Cattlemarket	SS	862
St Andrews	SS	369
Parkway surface	SS	265
Robert Boby Way	SS	110
Angel Hill	SS	93
Cornhill/Buttermarket	SS	80
School Yard West	SS	38
Lower Baxter Street	SS	36
School Yard East	SS	23
Chequer Square	SS	18
<b>Short Stay Totals</b>		1,894
Ram Meadow	LS	794
ParkWay Multistorey	LS	600
St Andrews	LS	184
Hardwick Heath	LS	100
<b>Long Stay Totals</b>		1,678

<b>BSE Overall Totals</b>		3,572
<b>Haverhill</b>		
Leisure Centre	SS	138
Town Hall	SS	279
Meadows	SS	250
Ehringshausen Way	SS	202
Lower Downs Slade	SS	96
<b>Haverhill Totals</b>		965

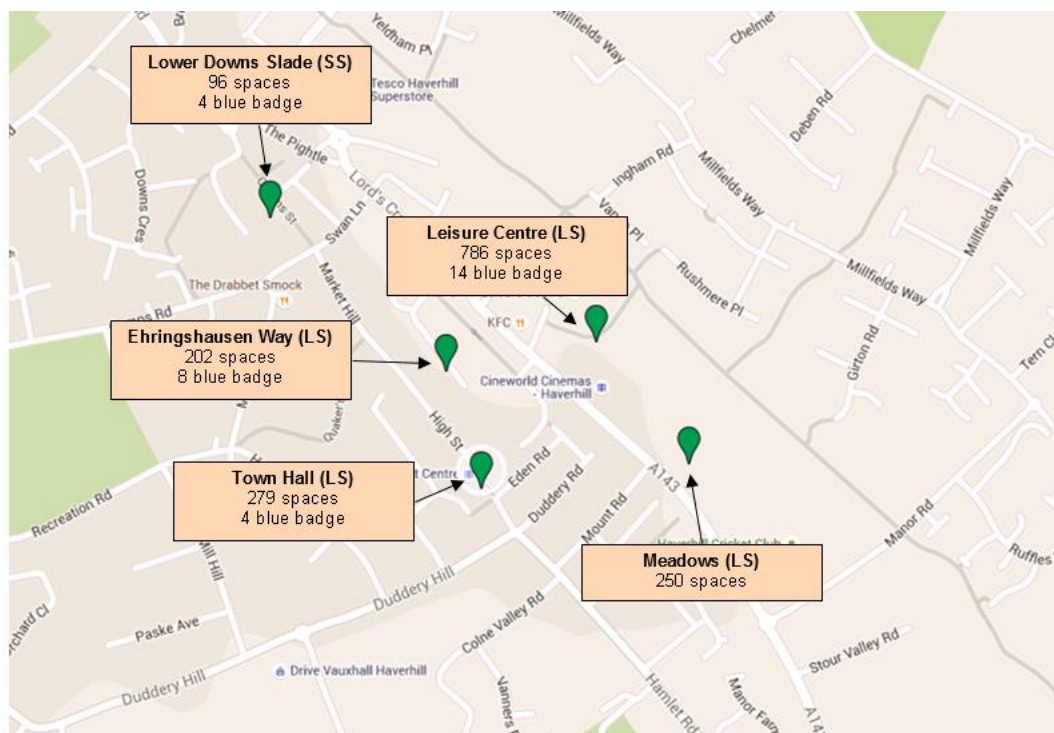
The three highlighted car parks are defined as on-street facilities.

3.19 We noted that the vast majority of parking in St Edmundsbury is supplied by the Council which means there is little pressure from private operators offering cheaper or better options

3.20 The car park locations are shown on the maps below (nb: Parkway surface is on the same site as Parkway multi-storey)







3.21 We have used the data supplied by the Council to calculate the income per space for each of the car parks in 2014/15 with the information supplied in the table below:

Car Park	Type	Spaces	2014/15 Income	2014/15 season ticket + permit income	2014/15 revenue per space	2014/15 ECN Income	2014/15 revenue per space inclusive ECN income
			£	£	£	£	£
<b>Bury St Edmunds</b>							
Cattlemarket	SS	862	1,842,953		2,138	28,310	2,171
St Andrews	SS	369	447,077		1,212	7,000	1,231
Parkway surface	SS	265	241,453		911	3,760	925
Robert Boby Way	SS	110	134,858		1,226	7,330	1,293
School Yard West	SS	38	55,650		1,464	3,110	1,546
Lower Baxter Street	SS	36	76,376		2,122	4,860	2,257
School Yard East	SS	23	44,439		1,932	6,800	2,228
<b>Short Stay Totals</b>		<b>1,703</b>	<b>2,842,806</b>	<b>0</b>	<b>1,669</b>	<b>61,170</b>	<b>1,705</b>
<b>Long Stay</b>							
Ram Meadow	LS	794	456,279	37,950	622	5,370	629
ParkWay Multistorey	LS	600	379,735	38,580	697	3,870	704
St Andrews	LS	184	230,787		1,254	3,000	1,271
Hardwick Heath	LS	100	115,640		1,156		1,156
<b>Long Stay Totals</b>		<b>1,078</b>	<b>802,706</b>	<b>37,950</b>	<b>780</b>	<b>8,370</b>	<b>788</b>
<b>Overall Totals</b>		<b>2,781</b>	<b>3,645,512</b>	<b>37,950</b>	<b>1,325</b>	<b>69,540</b>	<b>1,350</b>

3.22 We find the “income per space” calculation can provide a useful approach to assessing car park performance.

3.23 Review of the table shows a number of interesting trends including:

- In the short stay category Cattlemarket is the most productive site with Lower Baxter Street and School Yard East both performing above the average
- The smaller short stay car parks are returning a good income per space
- Parkway surface site is the lowest short stay income provider
- Ram Meadow and Parkway multi-storey are the only car parks used by season ticket holders and is also providing an income per space considerably below St Andrews and Hardwick Heath
- There may well be additional capacity at both Parkway sites and Ram Meadow
- The Excess Charge Notice (ECN) income is very variable between the car parks which may reflect the compliance levels, the enforcement profile or, indeed a mixture of the two. The ECN income per space is shown in the following table.

Car Park	ECN per space
<b>Bury St Edmunds</b>	£
Cattlemarket	33
St Andrews	19
Parkway surface	14
Robert Boby Way	67
School Yard West	82
Lower Baxter Street	135
School Yard East	296
<b>Short Stay Totals</b>	36
Ram Meadow	7
ParkWay Multistorey	0
St Andrews	16
Hardwick Heath	0
<b>Long Stay Totals</b>	8
<b>Overall Totals</b>	25

3.24 Overall, these figures suggest that it would be useful to:

- Investigate further whether occupancy levels are one reason for the Ram Meadow figures and, if so, whether this parking capacity can be utilised.
- Consider whether season ticket prices could be increased.
- Research possible capacity availability in the lower performing car parks

## 4 Physical Review of Car Parks

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4.1 An experienced member of our team visited each car park and carried out an assessment of its level of offer to the customer and, therefore, how attractive it is to the user. This is a standard approach and includes consideration of:

- Car park type and size
- Opening hours and payment facilities: opening hours will influence the usage of any car park, payment methods have become more flexible in recent years with the introduction of facilities such as telephone payment and pay on foot/pay on exit. Many retailers tend to believe that the more flexible approaches encourage customers to stay longer and use their businesses. Studies to support this are inconclusive while cost and the physical requirements of pay on foot/pay on exit often dictate possible introduction
- Accessibility to attractions within a 350 metre radius: as a guideline, it has been assessed, and is widely used in analysis, that the able bodied are willing to walk about 5 minutes from a short stay car park and 10-15 mins from a long stay one to reach the attraction which has caused their journey. Location of a car park is one of the most important points in its popularity and usage.
- How good is signage outside and inside the car park: good external signage will help to guide customers to the car park, this is especially relevant in a Borough where tourism is important. Good internal signage will improve the customer experience and thereby encourage usage of the site.

- Vehicle and pedestrian exit and entry points and ease of movement for vehicles and pedestrians within the car park: these areas will impact the customer experience and safety and thereby the service offer of the car park.
- Disabled and parent and toddler facilities; these are helpful to specific groups within the community, provision of these facilities is becoming more widespread and will influence usage of the car park by these groups.
- Internal and external car park presentation: good and attractive presentation of the car park is becoming expected by the customer and will influence their choice
- Car park security, including whether it has the ParkMark award for security.

4.2 The results of the assessment are shown in the two tables below.

Car park name	Type	Spaces	Opening hours	Payment	No of Attractions	Attractions
Robert Boby Way	Surface	110	24/7	P&D + Ringo	2	Retail, cinema/theatre,
School Yard East	Surface	23	24/7	P+D + Ringo	4	Bus station, Museum, Retail, cinema/theatre,
School Yard West	Surface	38	24/7	P&D + Ringo	4	Bus station, Museum, Retail, cinema/theatre,
Cattlemarket	Surface + basement	862	24/7	P&D + Ringo	4	Bus station, Museum, Retail, cinema/theatre,
Cornhill/Buttermarket	Surface	80	n/a	P&D + Ringo	2	Museum, Retail
Chequer Square	Surface	18	n/a	P&D + Ringo	4	Cinema/theatre, pubs/restaurants, cathedral, gardens/park
Angel Hill	Surface	93	n/a	P&D + Ringo	4	Retail, cathedral, hotels, parks/garden
Hardwick Heath	Surface	100	7am - 10pm	P&D + Ringo	3	Hospital, park/gardens
Bury Leisure Centre	Surface	N/A	24/7: charging 8.30 to 16.00	P&D + Ringo	3	Offices, Leisure Centre, Education
Ram Meadow	Surface	794	7am - 10pm	P&D + Ringo	5	Retail, pubs/restaurant, cathedral, football club, park/gardens
Lower Baxter Street	Surface	36	24/7	P&D + Ringo	2	Retail, doctors/hospital
Parkway Surface	Surface	265	Mon to Sat: 07:15am to 18:00pm, Sun: 10am to 16:00pm	P&D + Ringo	2	Retail, cinema/theatre,
Parkway Multi Storey	Multi storey	600 approx	Mon to Sat: 07:15am to 1am, Sun: 10am to 1am	P&D + Ringo	2	Retail, cinema/theatre,
St Andrews Short Stay	Surface	369	4am - 7pm	P&D + Ringo	5	Bus station, Library, Retail, driving test centre, job centre
St Andrews (long stay)	Surface	184	4am - 7pm	P&D + Ringo	5	Bus station, Library, Retail, Driving test centre, Job centre

Car park name	Type	Spaces	How good is external signage?	Exit & entry ease of use (vehicle)	Exit & entry ease of use (pedestrian)	Ease of using internal signage	Ease of vehicle movement in car park	Ease of pedestrian movement in car park?	Disabled facilities rating	Parent & toddler facilities rating	External View rating	Internal View rating	How secure does CP appear?	Has parkmark
Robert Boby Way	Surface	110	4	3	5	5	5	5	5	n/a	5	5	4	Yes
School Yard East	Surface	23	5	5	4	4	5	4	1	n/a	5	5	4	Yes
School Yard West	Surface	38	4	5	5	4	5	4	1	n/a	5	5	5	Yes
Pottlemarket	Surface + basement	862	4	5	5	5	5	5	5	n/a	5	5	5	Yes
Cornhill/Bittermarket	Surface	80	5	3	5	5	4	5	4	n/a	5	5	4	No
Chequer Square	Surface	18	3	4	5	5	5	5	5	n/a	5	5	5	Unknown
Angel Hill	Surface	93	4	5	5	5	4	5	4	n/a	5	5	5	Unknown
Hardwick Heath	Surface	100	3	4	5	4	5	5	5	n/a	5	5	3	Yes
Bury Leisure Centre	Surface	N/A	4	5	5	4	5	5	5	5	5	3	3	Yes
Ram Meadow	Surface	794	4	4	4	4	5	4	3	n/a	5	4	5	Yes



Lower Baxter Street	Surface	36	5	5	5	3	4	4	3	n/a	4	5	3	Yes
Parkway Surface	Surface	265	5	5	5	5	5	5	4	n/a	5	5	4	Yes
Parkway Multi Storey	Multi storey	600 approx	5	5	5	5	5	5	4	n/a	4	5	5	Yes
St Andrews Short Stay	Surface	369	5	5	4	5	5	4	3	n/a	4	4	5	Yes
St Andrews (long stay)	Surface	184	5	4	3	3	4	4	3	n/a	4	4	4	Yes

- 4.3 The review was carried out by an experienced member of the Alpha team; the numbered assessments are based on using 1-5 where 1 = “very poor” and 5 is “very good”. The assessment was carried out by a single, experienced, member of the team in order to encourage consistency in the judgements.
- 4.4 The results are interesting and encouraging for the Council. Overall the car parks are assessed as average and above in important areas. We note that:
- Access to customer attractions, we noted, as well, that the car parks are all reasonably centrally placed.
  - Signage, exits and entries, vehicle and pedestrian flow and internal and external appearance were all at a consistently good standard.
  - Security was assessed as average and above with the majority of the car parks holding the ParkMark security accreditation
  - The area where change could be considered is in the provision of Parent and toddler bays which can encourage these customers to use car parks close, for example, to retail facilities



## 5 Focus Group Review

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- 5.1 Representatives were invited from various organisations to represent stakeholders and customers. The organisations included:-
- St Edmundsbury Borough Council
  - West Suffolk Council
  - Suffolk County Council
  - Our Bury
  - Chamber of Commerce
  - ARC
  - APEX
  - Bury St Edmunds Cathedral
  - West Suffolk College
  - Greene King
- 5.2 At the beginning of the meeting the representatives completed a questionnaire assessing their perception of parking within Bury St Edmunds.
- 5.3 The representatives were then split into four groups to share and discuss in more detail their issues, concerns, desires and suggestions based on the questionnaire content. The groups were structured to broadly represent similar interests, for instance:-
- A Councillor and Council Officers
  - Tourism and entertainment
  - Business
  - A Councillor and retail
- 5.4 The groups shared the results of their discussions for the entire group to hear and discuss the often differing views and priorities of their neighbours
- 5.5 At the end of the meeting the representatives completed the same questionnaire to assess their views of parking within Bury St Edmunds and see if any changes had occurred as a result of the discussions.
- .

5.6 Key Outcomes from Assessment Questionnaires (see appendixes 4&5 for detail)

- Current Bury St Edmunds car parking situation:

Response	Before the Focus Group Meeting	After the Focus Group Meeting
Very Good	21.43%	7.69%
Good	64.29%	92.31%
Average	14.29%	None
Poor and Very Poor	None	None

5.7 Overall, these results are encouraging and suggest the present car park offer is meeting current requirements

- Traffic flow perceptions

Response	Before the Focus Group Meeting	After the Focus Group Meeting
Very Good	14.29%	7.69%
Good	35.71%	46.15%
Average	35.71%	46.15%
Poor	14.29%	None
Very Poor	None	None

5.8 There is some concern in this area although, interestingly, perception improved after the discussions.

5.9 It is relevant to note that one of the disadvantages of a barrier (Pay on Foot or Pay on Exit) system is that it can cause delays at the entrance and care must be taken to provide enough space leading to the entrance to avoid any build up of traffic impeding the traffic flow on the highway.

- The most important car park users were assessed into two broad groups. Those assessed as most important were focussed customers, tourists and visitors from nearby local areas. The second were consistently marked as 'half as important' and consisted of residents, staff, other local workers and commuters
- The most important factors for a car park

<b>Factor</b>	<b>Before the Focus Group Meeting Score</b>	<b>Position</b>	<b>After the Focus Group Meeting Score</b>	<b>Position</b>
Close to destination	5.17	1	5.31	2
Easy to find a space	4.42	2	5.46	1
Flexibility of payment method	3.25	4	3.77	3
Lowest tariff	3.50	3	2.77	4
Safety of car park	3.25	4	2.23	5
Special features; e.g. disabled, family etc)	1.42	5	1.46	6

- Access to destination and ease in finding a space are consistently the most important factors. It is always interesting that tariff appears lower than may be expected and, in this case, fell lower by the end of the Focus Group.
- The long and short stay balance was overall Good with Average next and around 1/6<sup>th</sup> seeing it as Very Good. In the initial questionnaires those assessing it as “Poor” all changed their minds and upgraded their assessment.
- The most important areas for improvement in the car parks

<b>Area</b>	<b>Before the Focus Group Meeting Score</b>	<b>Position</b>	<b>After the Focus Group Meeting Score</b>	<b>Position</b>
More Long Term spaces: fewer Short Term	7.42	3	6.42	4
More Short Term spaces: fewer LongTerm	4.83	7	4.17	7
Change in geographical location of Long and short term spaces	5.67	5	8.58	1
Introduction of more flexible payment methods	7.50	2	7.92	2
Increase in cashless payment methods	7.67	1	7.17	3
More season ticket and permit availability	6.08	4	5.50	6

Increased enforcement	3.00	10	2.33	10
More attractive environment	4.00	8	3.75	8
Extension of special features; e.g disabled, family parking etc	3.58	9	2.83	9
Improved signage	5.25	6	6.33	5

5.10 The change in the most assessment at the top end of possible changes was very marked between the beginning and end of the meeting. At the beginning, an increase in cashless payments was the most required change but the discussion moved the wider suggestion of more flexible payment methods (ie a wider choice) and the allocation of the short and long stay parking above this in importance.

- The issue of which car parks are most important, for the town, for the representatives' organisation and in need of improvement resulted in no clear consensus in any category.

5.11 The assessment returns were transcribed and graphically presented.

#### 5.12 Key Outcomes from the Sharing of Thoughts

All groups identified tourists as the most important car park users and 3 out of 4 mentioned customers and nearby (regular) visitors. Residents and staff or local workers appeared less important.

Suggestion was made that staff, residents and nearby visitors should be encouraged towards non-car modes

Several comments were made to the effect that car parks must be easy to find, have easy to find spaces, have a variety of easy to use payment systems – more specifically more directional signage, including some information on the most

suitable car parks and where necessary improving signage through the one-way systems

There was a desire for tariff incentives; though others said only 10-15% would make their choices based on the tariff. It was also suggested that the Tariffs could be changed according to the time of day or day of week

## 6 Customer Questionare

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### 6.1 Methodology

In Bury St Edmunds, St Edmundsbury Council staff interviewed users of the car parks to obtain data about them and their views on the car park.

Some interviews were carried out by Alpha Parking in Haverhill.

The interviews were carried out on a variety of days including a Saturday.

These questions related to:-

- The origin of the visitors trip
- The distance they had travelled
- How often they used the car parks in Bury St Edmunds
- Why they were visiting
- Their opinions on safety, cleanliness, ability to find a space etc
- How long they would be staying
- Whether they would stay longer if it were possible

### 6.2 Results

There were over 180 respondents in Bury St Edmunds. It should be noted that the vast majority of questionnaires were completed in or around the lunchtime period, so possibly exclude the users who work in the area and might be around before 9 or after 5.

#### *Answers from Bury St Edmunds*

##### *Journey Origin*

Many responses did not fit into a category but the largest categories were:-

Bury St Edmunds, 16%

Mildenhall and Haverhill 8%

Newmarket and Cambridge 6%

##### *Travel distance*

The vast majority travelled between 10 and 20 miles (62%), with a fifth between 2 and 5 miles whilst 7% travelled less than a mile.

#### Usage Frequency

Only 9% use the car parks daily, though given the note above about the time of survey it may have missed the local workers who would add greatly to this figure.

Otherwise frequency usage is reasonably even up to monthly and tails off dramatically thereafter for yearly

#### Reason for Trip

The majority are for shopping – 53%, though in contrast to Usage Frequency above 19% were actually work based

Tourists comprised 6.5%

#### Views on the car park

There was almost unanimous support of safety, cleanliness, location, and condition of the car parks

However, there were some more adverse thoughts, such as 1/6<sup>th</sup> found it difficult to find a space and ¼ thought that the car parks were never patrolled.

#### Length of stay

The vast majority were planning to stay between 1 and 3 hours, (this may have been an effect of the time of day the surveys were carried out.)

Only 5% were all day and 3.8% over 4 hours

Around 1/4 would stay longer if there was more flexibility



*Answers from Haverhill*

All identified origins were local, ie Haverhill or within 5 miles.

Most were visiting weekly or more

As before there was unanimous support of safe, clean and good location.

However 1/2 thought they were too busy despite the low levels identified in the occupancy surveys

30% thought the car parks were in poor condition

70% thought they were never patrolled

There was an even spread of stay upto 4 hours, but only 10% would stay longer if possible

Please note: the sample from Haverhill was considerably smaller and should be viewed as an indication of views rather than detailed data.

## 7 Occupancy Survey of Car Parks

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### 7.1 APPROACH

Occupancy surveys were carried out in the car parks in both Bury St Edmunds and Haverhill on:

Thu 19 March 2015

Tue 24 March 2015

Wed 25 March 2015

Thu 26 March 2015

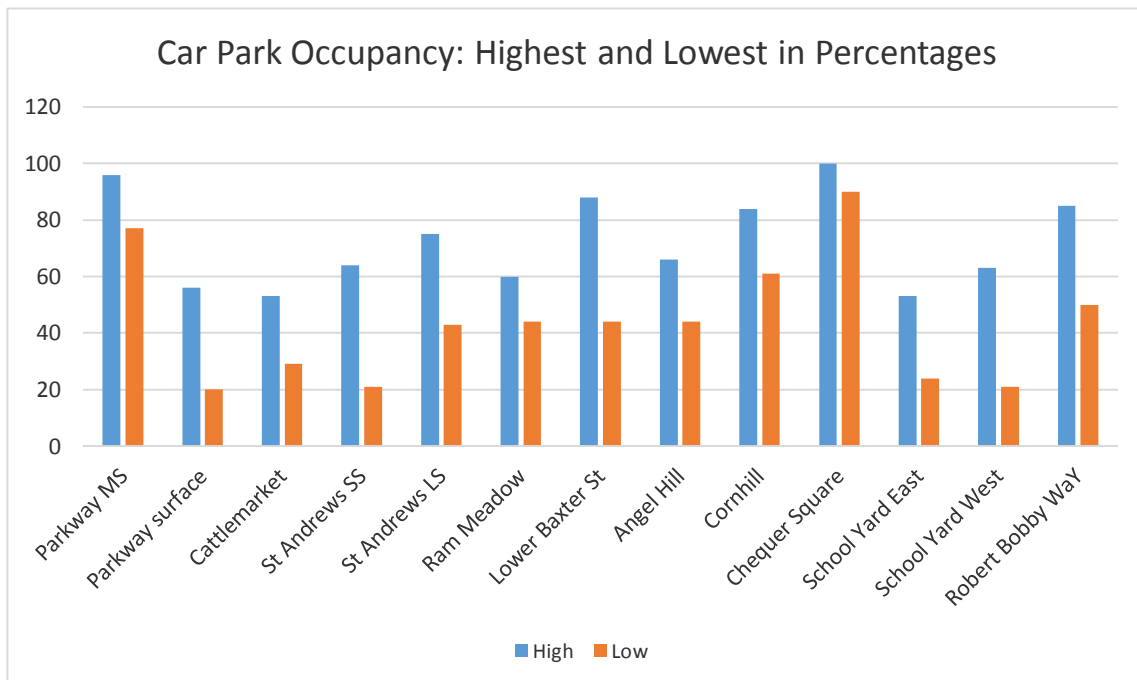
Sat 25 April 2015

The occupancy counts were carried out at intervals of:-

30 minutes	Cattlemarket St Andrews Long Stay St Andrews Short Stay Parkway MSCP Parkway Surface
1 hour	Remainder of Bury St Edmunds
2 hour	Haverhill

## 7.2 Survey Findings

### Weekday Results



The graph shows clearly that, during the weekdays, the main car parks have appropriate occupancy well below the 95% which is usually seen as the maximum comfortable usage levels. The main exception to this is in the Parkway Multi-storey where occupancy rises to a stressed level of 96%.

Of the smaller car parks in other parts of the town, Chequer Square is already overstressed on a weekday but given its small size and vicinity to the Cathedral entrance this is not a surprise. Cornhill and Lower Baxter Street are showing good usage, but by no means are they 'stressed'.

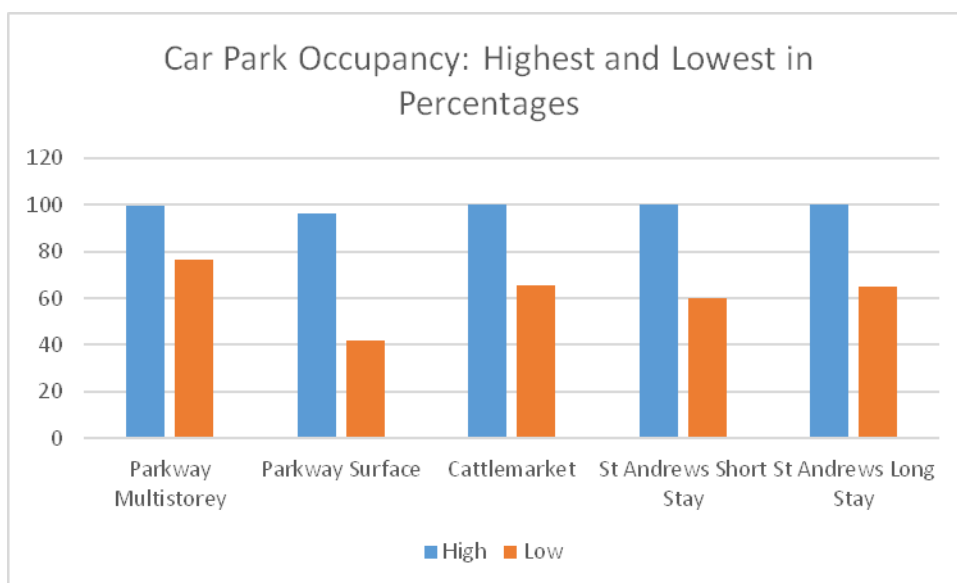
Ram Meadow, which was producing a low income per space, has low occupancy levels and, during the weekdays, there is considerable capacity as well at the large Cattlemarket site

It is interesting to note that capacity is very much at its highest towards the middle and end of the afternoon. Other towns have noticed the same profile and have employed a range of initiatives to encourage parking later in the day in all or some car parks. This can be of considerable assistance to the retail outlets and businesses in to the area. Examples are:

- Newcastle offers an “Alive after Five” option where parking is free after 17.00
- Ipswich uses a “Quids in” offer where parking is £1 after 15.00
- Chester provides “Free after three”, any car parking for more than 3 hours parks is not charged for the additional time

It is noted that Bury St Edmunds a ‘free from three’ offer on a Tuesday, occupancy on the short stay car parks at this time is at its highest level, with exception of weekends.

### 7.3 Saturday Results



The graph shows the level of the weekend demand with all the main central car parks either reaching or almost reaching the 100% occupancy level.

Our team noted that the high usage caused queuing both within the car parks in order to find a space and some traffic blockage at the entries to the car parks.

As will be discussed later in the report, this indicates a requirement for usage of under utilised resources and a review of any possible new car parking.

### 7.4 Detailed Results

As has been mentioned and is dealt with in more detail in 9.7.4, an occupancy level of 95% is considered a useful guideline for when a car park is becoming operationally stressed.

The other worksheets are forecasts for future years over the requested time periods of 3, 5, 10 and 20 years. They are based on applying TEMPRO (see later for explanation) growth factors for trip destinations in Bury St Edmunds.

There is also a worksheet for Haverhill which shows the current and future forecasts together.

In a fixed capacity destination such as a car park, results of over 100% cannot be achieved but give some indication of the demand that may transfer elsewhere, either within Bury St Edmunds or indeed another town.

## 7.5 BURY ST EDMUNDS

### 7.5.1 Weekday

Parkway MSCP is shown marginally exceeding the 95% guideline for occupancy levels during the lunchtime period of 12.00-14.00.

It could be considered that the predominance of what is probably all day parking (8am-6pm tickets) would mitigate this issue, with the large volumes of movements within the car park being in a single direction at peak periods.

Seven day permits are estimated to account for 16% of the car park space usage, which still leaves 84% of occupants using the P&D machines.

A survey of activity and queues at the P&D machines' 'rush hour' when the vast majority of purchases will be made might be useful. If there is widespread motorist frustration at payment delays, this may be an argument for Pay on Foot, providing it doesn't shift the queuing from the P&D machine to the entry barrier, and potentially the highway.

If growth is unchecked and the trip destination forecasts are correct (see TEMPRO below) this occupancy level will grow and spread slightly across the day until demand between 11.30 and 14.30 cannot be met by somewhere between 2020 and 2025.

There are other factors to consider,

It is likely that demand is already suppressed by the difficulty in using this car park and some long stay users who would prefer it as being closest to their destination may be using St Andrews as a 'second best', where they can more easily find space on a reliable basis, despite the higher charge.

The car park will of course be unable to accommodate this increasing demand, forcing a number to use St Andrews as an alternative, whilst the more price inflexible may use Ram Meadow to maintain their expenditure level.

St Andrews is forecast to be able to accommodate the Parkway MSCP long term overspill until beyond 2025, and if Ram Meadow is included then well beyond 2035

There is therefore no particular need to provide additional parking capacity for weekday users before 2025.

Chequer Square with its high specific demand from the Cathedral and its extremely small size is an anomaly and is not discussed here, though potential measures are dealt with later.

#### 7.5.2 Saturday

This is an entirely different story with all the main car parks in the central area being well in excess of the 95% guideline for 3-4 hours during the mid-portion of the day and three of them hitting the completely full, 100% mark for upto to 1.5 hours in the late lunchtime period of the day.

The survey enumerators reported occurrence of the issues discussed in the occupancy levels section below, such as difficulty finding a space, vehicles re-circulating and exiting vehicles queuing with arriving vehicles causing severe congestion.

By 2018, it is forecast that four of the five car parks will have hit capacity for upto 3.5 hours, by 2020/2025 this has risen to 4 hours and by 2035 it is 5 hours.

As for weekdays, demand will already be suppressed by the difficulty in parking. Without what many might consider a suitable alternative, the economic vibrancy of the town may have hit a peak during this Saturday period. This demand will continue to be suppressed but to an increasing degree.

Based on some indicative calculations there are 300 spaces available at Ram Meadow on a Saturday, decreasing to 225 by 2035. Comparing this with the probable excess demand in the centre, if motorists are properly directed and incentivised, overall capacity might be sufficient, if congested, until after 2025.

There is already a significant shortage of capacity on a Saturday and if not addressed it is only going to get worse. It must be considered as a factor which is restraining the growth of the Town's retail and entertainment sectors.

### 7.5.3 Forecast Capacity Levels

The preparation of forecast car park capacity is not an exact science, but is dependent upon several factors outside of the control or knowledge of the forecaster. The following assumptions have been made:-

- the current demand is being satisfied ie there is no suppressed, deterred or diverted demand – this is unlikely to be the case but without extensive surveying and detailed statistical analysis this cannot begin to be determined
- that forecast trip end growth factors are correct – these are central government figures which cannot take account of changing circumstances during the period for which they were designed to be used – eg the recent reduction in fuel costs can be expected to bring overall motoring costs down, encouraging purchase and use of more vehicles, or additional use of existing vehicles, some of which will end up in Bury St. Edmunds
- forecasts can also be changed by matters such as updated/additional shopping, leisure, industrial or residential facilities.
- full use is made of the Ram Meadow capacity
- all identified demand is to be accommodated.

If operation is to be maintained at a (barely) tolerable level of service with difficult to find spaces and extensive queuing, even to leave. In this case of using Ram Meadow but with a lower quality service, it is expected there will be a shortfall of around 80 spaces by 2035

In the alternative scenario where use of Ram Meadow is not increased but the experience of visiting Bury St Edmunds car parks is made more pleasant, inviting

and more likely to result in repeat visits there is already a shortfall of 100 spaces and by 2035 this will be over 400.

**7.6** Detailed figures are shown in the two tables below:-

If full use of Ram Meadow is not encouraged or imposed upon certain users then there will be a shortfall of parking spaces in the core areas as follows.

<b>Saturday Needs in terms of Additional Spaces</b> (Weekday can be managed for some time)	<b>To Accommodate Parking Motorists with full occupancy</b> (Congestion, Queuing)	<b>To Accommodate Parking Motorists with 95% occupancy</b> (Faster, Flowing)
2015	-	102
2018	51	149
2020	74	183
2025	155	276
2035	304	412

**7.7** If full use of Ram Meadow is achieved then the shortfall of parking spaces in the core areas will reduce to following levels

<b>Saturday Needs in terms of Additional Spaces</b> (Weekday can be managed for some time)	<b>To Accommodate Parking Motorists with full occupancy</b> (Congestion, Queuing)	<b>To Accommodate Parking Motorists with 95% occupancy</b> (Faster, Flowing)



2015	-	-
2018	-	-
2020	-	-
2025	-	13
2035	79	187

## 7.8 CONCLUSION - INCREASE PARKING STOCK

The situation on a Saturday in the main car parks near the retail and entertainment centres is already severely stressed and unless use of Ram Meadow is to be increased considerably, there is already a need for additional parking capacity, especially if the operational difficulties observed during the surveys are to be eliminated.

The Council is recommended to consider increasing the capacity of car parks immediately if a higher quality services is to be provided and it is not prepared to direct customers to a car park around 500m distance.

If these mitigation measures are adopted and the higher quality services are to be pursued, new capacity of at least 500 spaces is recommended to be in place by around 2025.

If the existing lower level of service is adopted the capacity should not be needed until 2030

The location of any new car park is obviously subject to the availability of land, but with suitable measures central or fringe locations should be equally viable.

It is beyond the scope of this report to identify potential sites for additional capacity or to give any guidance as to the likely timeframes for delivery of that capacity however we note that our research suggests that sites such as at the Arc and Wilkinsons have been considered in the past.

There is an alternative to expansion of property in terms of a Park and Ride service. It is noted that such a service does operate from Saxham Business Park over the Christmas fayre weekend in November. If this were to be operated on every Saturday it may attract sufficient users to relieve some of the pressure in the centre.

Before such a service is considered further it would be useful to interview a good proportion of current car park users to ascertain the terms under which they would use a Park and Ride if it were available. Factors such as the times of operation, frequency of service, time of transit, cost of parking, cost of transport etc. However such surveys are outside the scope of this report.

## 7.9 HAVERHILL

From the reviews there are no indications that any of the five car parks surveyed will become 'stressed' in the next 20 years. The nearest to doing so is at the Leisure Centre but there is more than sufficient capacity at all the other car parks to absorb any overflow, particularly on the Meadows Car Park.

The Haverhill Masterplan makes development proposals for the town, which may deliver a net loss of spaces on Ehringshausen Way Car Park. Based on the usage data, existing capacity around the town will off-set the loss of spaces from the development proposals but this will need to be closely monitored as growth plans will inevitably increase the number of car parking events over the medium term.

There is a small free car park at the Rose and Crown; from our observation this is a car park of around 43 spaces. If charges were introduced in this car park at the same tariff as other Haverhill car parks and occupancy rose to 40% for perhaps 40% of the day, there may be an annual income of around 10,000. This would have to be weighed against the cost of one P&D machine (around £5,000) and operational costs such as patrolling, maintenance and cash collection. We would suggest this would make a small return on investment.

### 7.9.1 Conclusion

No action is required in Haverhill on the basis of occupancy levels.

## 8. Benchmarking

8.1 Below is a summary and simplification of the Benchmarking data.

	<b>Bury St Edmunds</b>	<b>Cambridge</b>	<b>Ipswich</b>	<b>Norwich</b>
Times of Charging	The majority of car parks begin at 8am, a few at 9am  The majority end at 6pm	Charges begin at 8, 9 or 10am according to the day of week  Charges end at 5 or 7 pm  largely dependent on multi-story or surface	The majority of car parks begin at 8am with one beginning at midnight  The majority end at 8pm with some at 6pm	5 am to 6.30 pm
Method of Payment	All car parks use P&D, with the majority also taking telephone payments	Multi-Storey car parks use pay on foot payment machines  Surface car parks use P&D	All car parks use P&D	One of the Multi-Storey car parks use uses Pay on Foot  The other MSCP and all Surface car parks use P&D
Tariff Durations	One is restricted to 2 hours	Two car parks have a two hour limit	Four are restricted to 3 hours,	All P&D car parks are limited to 6 hours.

	Seven for 3 hours  Five for 4 hours  One for 5 hours and  Three all day	One has an 8 hour limit.  All other car parks provide long stay parking.	Two are restricted to 4 hours  One is restricted to 5 hours  There are 6 long stay car parks,  One provides 24 hour paid parking	The two MSCPs allow long term
Tariff Amounts	An overall impression is of  £1 hr for short stay  £2.30 for 4 hrs and  £2.75 for 8hrs	An overall impression is of  £2 hr for short stays  £8 for 4 hrs and  £20 for 8 hrs	An overall impression is of  £1 hr for short stays  £2 for 4 hrs and  £4 for 8 hrs	An overall impression is of  £1.50 hr for short stays  £6 for 4 hrs and  £10 for 8 hrs
	There is a wide variety of charges which cannot be summarised into	The short stay car parks charge £2.10 hr and the 8hr car park £1.00 hr	There is a predominance of £1 for 1 hr  £2 for 2 hr	Charges are based on hourly rates for the first three hours varying between £1.20 and £1.70.

	<p>any form of standardised charging</p> <p>There is however a trend in most car parks for the rate per hour to decrease</p>	<p>The long stay car parks have a variety of increasing and decreasing non-linear tariffs</p> <p>There are different tariffs for:-</p> <ul style="list-style-type: none"> <li>- weekdays,</li> <li>- Saturdays (higher bar one) and</li> <li>- Sundays (lower than Saturdays, but sometimes higher than weekdays)</li> </ul> <p>Charges are considerably higher than elsewhere with the majority being at the higher end of:-</p> <ul style="list-style-type: none"> <li>- 2hrs costing £3 to £5</li> </ul>	<p>£3 for 3 hr</p> <p>£4 for 4 hr and £4.60 thereafter</p> <p>There is one 'premium' car park and 2 'discount' car parks</p> <p>Eight car parks charge only £1 if bought after 3pm. Another £1.20 after 6pm</p> <p>All are free after 6 or 8 pm</p> <p>One provides an all day discount if arriving before 8am</p>	<p>It is a little random thereafter with 5 car parks reaching £15 in the sixth hour whilst others have small proportional reductions from the 4<sup>th</sup> hour and beyond</p> <p>All car parks charge £1.80 after 6pm</p>
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		- 4hrs costing £5 to £10  - 6hrs costing £8 to £24		
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#### 8.1.1 Times of Operation

The Council's start time is consistent with many authorities, and not just those in the formal benchmarking. Norwich is considered a distinct outlier from the norm.

The end times are also in line with other authorities.

The survey results indicate that there is no capacity need to extend the hours of operation

#### 8.1.2 Method of Payment

All benchmarked authorities use P&D in the majority of their car parks.

Both Cambridge and Norwich use Pay on Foot systems in their MSCPs with between 280 and 1084 spaces

Bury St Edmunds/Haverhill are the only one of the benchmarked authorities who use a pay by phone system.

#### 8.1.3 Restrictions on Length of Stay

Bury St Edmunds and Ipswich have car parks with a range of duration restrictions which allows for the control of access and turnover.

Cambridge and Norwich have more standardised durations of all day and 6 hours respectively.

The vast majority of Cambridge parking spaces (around 2/3rds) are in the form of Park and Ride and as such have in practice an unlimited stay during the day.

#### 8.1.4 Tariffs

Bury St Edmunds and Ipswich are similar with Bury St Edmunds slightly more expensive in the 4 hour period but appreciably cheaper for all day tariffs.

This leaves Bury St Edmunds some scope to increase the long stay tariffs whilst staying competitive and helping to reduce the amount of long-stay parking in the centre.

Cambridge and Norwich are considerably more expensive.

This is probably due to their wider hinterland and tourist appeal and a wider range of specialist shops where people are more likely to be on special trips for which there is a great deal of price flexibility. Cambridge, as well, is influenced by the presence of the University and linked businesses

Haverhill is comparable with nearby market towns, including Newmarket, Saffron Walden and Braintree.

## 8.2 DEMAND GROWTH

As was noted in the introduction there are a number of drivers which will place increasing demands on the car parks:-

- Population growth
- Increased housing stock,
- Increasing Car ownership
- Increasing centralisation of services/facilities as local services such as village shops close
- Existing suppressed demand

For our forecasting we have used the The Department of Transport's Trip End Model Presentation Program or TEMPRO.

The factors which have been considered in the analysis are:-

Geographical area	essentially as detailed as individual towns – destinations of Bury St Edmunds and Haverhill are the definitions used in separate analyses
Mode of travel	Car driver is the selection for car park analysis
Year to Year comparison	in all cases 2015 has been used as the base year with separate reports for growth as far as 2018, 2020, 2025 and 2035

It has been assumed that growth will apply equally across car parks and across tariffs

## 9. Measures for Influencing Change

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### 9.1 DIRECTION SIGNAGE TO CAR PARKS

There were comments in the focus group about motorists not being able to find the car parks, find the one most relevant to their needs or to find it through the one-way system. Improving direction signage would meet this need and facilitate using of capacity in different car parks; e.g. Ram Meadow, by encouraging movement towards these sites.

The potential range of signing methods is wide, including

- simple 'P' direction indicators
- 'P' direction indicators with additional information such as:-
  - The name of the car park
  - The size of the car park
  - The length of stay of the car park
  - The destinations served – eg
    - historic building (cathedral),
    - entertainment (cinema, Apex), or
    - shopping centre (Arc, Town Centre)
- A larger 'P' sign showing multiple car parks
- Variable Message Signing which also shows the number of spaces available at any specific time in the nearest car parks. This can be a powerful tool in redirecting vehicles to sites with available capacity

In all cases there should be follow up signs to keep the motorist going in the right and best direction.



## 9.2 MEANS OF PAYMENT

*Pay & Display* is the standard form of payment which motorists have been familiar with for probably 30 or more years. It involves motorists paying coins (or more recently cards) in exchange for a timed ticket which they display in their windscreen as proof to the parking officer that payment has been made, is for the right car park and has not expired.

It is familiar, cheap, easy to operate but does not provide change or the ability to use notes, which with rising tariffs becomes increasingly necessary. However, it does:

- need the motorist to decide in advance how much time they will need or to overpay and not use all the time purchased.
- require a level of enforcement to ensure that motorists do pay
- mean that the motorist has the appropriate cash to use the machine (assuming cards are not being used)

*Pay on Foot* is well established and is suitable for larger car parks with long access ways. It is more expensive per machine but fewer machines are needed along with barriers at the entrance and exit.

It involves motorists taking a timed entrance ticket which when leaving is presented to the payment machine which calculates the payment due. According to the machine specification this can be by coin, note or card and change can be given.

The motorist can stay for as long as they wish (subject to any maximum stay restrictions) and only pay for the tariff band they used. There is no need for pre-deciding the length of stay.

This system is almost self-enforcing as a vehicle cannot leave until payment has been made. Enforcement is thus reduced to yellow lines, disabled bays or poor parking for instance.

*Pay by Phone* (Web, App etc) is now well established and in widespread use.

It involves motorists telephoning, texting, using the internet, a smart phone app or pre-paid accounts to pay for time at a car park. The car park has a location code and having registered the system knows the primary vehicle related to a telephone number which the system recognises.

The motorist (or the Council) pay a service charge and can pay for a text reminder of when their time is about to expire. Again subject to maximum stay restrictions, time can be extended by further contact. There is no need for pre-deciding the length of stay.

Parking officers check that a current payment is valid by comparing the VRM with a 'white list' of paid for vehicles which updates in real time.

If the motorist pays the service charge this is cheaper than Pay and Display. However if the Council pays the service charge it is only cheaper in smaller car parks.

*ANPR Pay by Plate* is relatively new and is in limited use. It is a less mature system.

The Vehicle Registration Mark is recorded by Automatic Number Plate Recognition Technology on entry and exit.

The motorist can stay for as long as they wish (subject to any maximum stay restrictions) and only pay for the tariff band they used. There is no need for pre-deciding the length of stay.

If no payment has been made within a defined period the vehicle details can be obtained from the DVLA for payment (and a surcharge) to be pursued by post.

This enforcement after the event is more difficult and though not needing parking officers, needs a back office team to process the cases.

### 9.3 TRANSFER LONG STAY - SATURDAY

The central area around the The Arc, Apex Centre and entertainment complex is in very high demand on a Saturday. Long stay parking in this area is provided by the Parkway Multi-Storey and is utilised to a high degree for that purpose (37% of users are long stay and they take up 67% of the occupied time in the car park).

Though long-stay parking can be said to allow customers/visitors the opportunity to linger a while longer and perhaps take coffee or lunch in addition to an extended shopping expedition, it also provides no incentive for them to release a parking space for another customer/visitor who may spend more in their first say two hours than those in their third set of two hours.

These long stay users need to be incentivised or compulsorily transferred to other car parks, which though further away, the car-park to shops/entertainment journey is still a very short proportion of their time in the town.

St Andrews Long Stay car park does not have the capacity to accommodate additional car parking, long or short stay and as such, any effective transfer has to be out towards Ram Meadow

The proposal is therefore for a graduated set of measures moving from the centre outwards:-

### 9.3.1 Parkway multi-storey

This should be limited to a max stay of 4 hours for those arriving before 3pm, forcing long-stay visitors to park at a slightly more distant site whilst not removing the possibility of longer stays for an evening viewing at the cinema or Apex. However the 3 hr limitation would be extended to 4 hrs to make it more consistent with the other central area car parks.

As well as pushing some users to a later part of the day, some users can be encouraged to use an earlier part of the day by providing a discount for those who arrive early. This might be half price for a two hour stay starting before 9.30.

In addition there should a separate 'Saturday' tariff of:-

Up to 2 hrs	£2.00 (up from £1.50)
Up to 4 hrs	£3.00 (up from £1.80)
Over 4 hrs	£4.00 (up from £2.30)

This makes the somewhat lower charges at this car park more consistent with others in the vicinity and removes the very small extra charge for 4 hrs compared with 2 hrs, encouraging further turnover of spaces and therefore footfall on this the busiest and most overcrowded day in the car parks.

### 9.3.2 St Andrews Long Stay

Here it is suggested in addition to the all-day tariff a 4 hour tariff is introduced on a Saturday to increase turnover, but in this case no restriction be introduced on the time at which a long-stay visit may be started.

The 'Saturday' tariff would be:-

Up to 4 hrs	£3.00 (new period)
Over 4 hrs	£4.00 (up from £3.00)

This provides the potential for long stay near, but not in the centre, increases the availability of medium stay parking and provides a financial incentive to find a cheaper car park.

### 9.3.3 Ram Meadow

This car park is key to relieving the stress in the central area and should remain available to long-stay users; in fact they should be encouraged to use this car park in preference to others such as Parkway or St Andrews.

In order to accommodate the extra travel time that some may perceive to cut into their shopping, visiting or entertainment purpose it is suggested that the two shorter periods are extended from 2 hrs and 3hrs to 3 hrs and 5 hrs. This may also improve the experience of those visiting the cathedral who will feel less pressured to leave so quickly.

Though some simplification of the tariff is proposed, it is recommended that the charges are in essence reduced. This tariff would be:-

Up to 3 hrs	£1.50 (1 hour extra for no charge)
Up to 5 hrs	£2.00 (2 hours extra for 20p)
All-day	£2.50 (instead of £2.30)

This is intended to be the 'carrot' alternative to the 'stick' of the central area car parks with the purpose of attracting more users to this fringe car park thus relieving the pressure in the centre.

### 9.3.4 Parkway Surface

Though not strictly a long stay car park, it is in very close proximity with both Parkway MSCP and St Andrews. To avoid a preponderance of motorists targeting Parkway surface car park the tariffs should be made comparable with those for the shorter stays available at the long-term car parks. As such there would be a 'Saturday' tariff of:-

Up to 2 hrs	£2.00 (up from £1.50)
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Up to 3 hrs	£2.50 (up from £2.00)
Up to 4 hrs	£3.00 (up from £2.20)

#### 9.3.5 St Andrews Short Stay

Similarly St Andrews Short stay will become somewhat cheaper than the other central car parks and as a result could come under pressure from motorists attempting to minimise their costs. Unless measures are taken here as well a disproportionate number of vehicles could attempt to use this car park, especially at the 2 hour levels. The resultant congestion in and approaching the car park could become even more of an issue than it already is. A 'Saturday' tariff would be:-

Up to 30 mins	0.60 (no change)
Up to 2 hrs	2.00 (up 90p)
Up to 3 hrs	2.50 (up 50p)
Up to 4 hrs	3.00 (up 30p)

### 9.4 TRANSFER LONG STAY - WEEKDAY

#### 9.4.1 Parkway Multi-Storey

This car park is the only one that is 'stressed' at this time, and only marginally and only for the lunch time period. The majority of parkers in this car park are there for long periods, whilst the other long stay car parks are around 1/3 empty.

It is likely that the relative pricing of the three long-term car parks is a major contributor to this imbalance in usage. Parkway is cheaper than the close by St Andrews by 70p per day or £154 pa less for the typical worker. Parkway is as cheap as Ram Meadow, a more distant car park. Parkway appears to be underpriced.

In partial compensation it is suggested that the middle tariff of 3 hrs for £1.80 be changed to 4 hrs for £2.00 which will also bring the car park more into line with similar car parks, though still the cheapest at this level.

The situation could go two ways –

the size and extent of this stress will increase to the point where the car park is completely full and space searching or queuing could become an

operational issue. An increase of the all day tariff to £3.00 (to match St Andrews) would seem to be a simple solution to encouraging transference to other car parks, particularly Ram Meadow. 7 day tickets would consequently need to rise to the St Andrews levels of £10.50 or £9.00 for low emission vehicles.

motorists will essentially regulate themselves and change car parks according to the relative merits of the experience in each. This may already be happening and figures of 95% occupancy could possibly be corroborating this interpretation.

It is recommended that the all day tariff and consequently the 7 day tickets are increased to £3.00 (up 70p) and 10.50 (up £1.50) with the low emission discount maintained at £1.50 off the standard price.

Alternatively the Council may wish to keep under review if self-regulation is working and delay any increase.

#### 9.4.2 Parkway Surface

In order to introduce a tariff which does not encourage longer stays than necessary the weekday tariff should be changed to:-

Up to 2 hrs	1.50 (down 10p)
Up to 3 hrs	2.00 (no change)
Up to 4 hrs	2.50 (up 30p)

### **TRANSFER IMPACT**

These changes will increase the income and the number of vehicles using the car park. This does not affect the parking stock requirements as those vehicles will be staying for a shorter period.

For instance, the forecast for Cattlemarket is that 6,500 long stay vehicles will be replaced by 15,100 short stay vehicles, but the 22,300 long-stay hours will be replaced by 23,500 short stay hours. These 1,200 additional hours represent less than one parking space which will be accommodated in the general shift of vehicles to Ram Meadow. Though 8,600 extra visitors is only 1.3% of visitors at this car park it

nevertheless contributes to an increase in visitors and customers who will be spending money in the towns various businesses.

The potential at Parkway MSCP is considerably greater at 19,000 additional visitors but is all on weekdays due to the need to reduce usage at a weekend. This also equates to nearly 10 fewer spaces helping towards the car park's efficiency.

## 9.5 REGULAR/FREQUENT USERS

### 9.5.1 Seven Day Tickets

An unusual feature of the Bury St Edmunds service is the availability of a seven day ticket, which accounts for nearly 300 of the vehicles parked each day during the week.

These are bought from a pay and display machine as and when a motorist requires. In this scenario of high activity machines this simple solution will be cheaper and less complicated than a pay by phone alternative or on-line solutions.

### 9.5.2 Season Tickets

Season tickets are available for Parkway MSCP and Ram Meadow. In 2014/15 there would have been an average of 212 vehicles parked each day, split almost equally between the two car parks.

These are purchased on line or at the car park office

Seven day tickets and season tickets can both be used on a Saturday, though many will not be present . However some will, perhaps the people who will be serving the shoppers. Provided the other measures are adopted to re-direct the casual long stay motorist, the use of these regular user tickets should not prove an issue for several years. It is recommended that the use of these permits and occupancy of the car parks be kept under review on an annual basis.

At some point it may be that the number of season tickets or season ticket spaces is restricted to increase the availability of space for casual visitors

### 9.5.3 Other potential options for regular users

There are perhaps two 'higher' levels of regular parking arrangement:-

Season tickets that have reserved bays in general – eg a number of bays are set aside which other motorists are not permitted to use. This can be positioned on a higher floor reducing the overall extent of movement within the car park which has safety and environmental benefits, or they can be positioned closest to the exits as an added value element. The design of the car park may dictate this choice.

Contract parking where a motorist ‘buys’ a space, knowing that that exact space will be available for them to use as and when they wish. This user is more likely to expect an advantageous position in the car park.

Neither of these measures are thought necessary and as such no recommendation is given for their adoption.

## 9.6 TARIFFS

Tariffs for the long stay car parks have been considered above in association with the need to transfer some long-stay parking out of the centre to Ram Meadow

Cattle Market is already a higher charge than any other large car park but is also packed out on a Saturday, though slightly less well used during the week. It seems this car park is the premium car park in the central area. The increased charges at the long stay car parks are still cheaper though it is hoped the movement from these will open up space for vehicles to move into the slightly cheaper car parks and thus reduce the pressure here.

## 9.7 EXCESS CHARGE NOTICE ISSUE RATES

The issue of ECNs is the means by which the Council provides a disincentive to motorists inclined to ignore or disregard the regulations for usage of the car parks. They are issued for matters such as:-

Failure to display a parking ticket or permit

Display of an expired parking ticket or permit

Incorrectly parked in a Blue Badge bay, on double yellow lines or outside the bay markings



Though a survey of offences has not been carried out the level of ECN issue appears extremely low for such a large estate of parking spaces. It would be considered normal for a single full time parking officer. However a single officer would not be able to cover each car park even once per day, where a typical patrol rate would be of the order of 3 or 4 visits per day, especially on a Saturday in Bury St Edmunds.

It is also surprising that car parks as large as Parkway MSCP, Parkway Surface and Ram Meadow would frequently have monthly ECN issue levels in single figures, especially in December.

The interpretation is that additional enforcement would be a sensible investment in terms of proper operation of the car parks and in terms of net income. The cost of issuing and processing the existing ECNs would be more than met by the income received, though at some point the costs will outweigh the income due to improvement in compliance reducing the efficiency of the parking officers as a result of their effectiveness.

As long as the prime driver for an enforcement operation is to deal with motorists failing to pay or compromising the safety, operation and priorities given to Blue Badge holders there is no issue with income from this source growing.

#### 9.7.1 Charging Options

Increase in income does not always come from an increase in tariffs.

Motorists can always decide to use alternative cheaper car parks or to go somewhere else entirely. Thus a lower activity can diminish or even outweigh the effects of the higher charges. This might be a desirable outcome if the objective is to reduce overcrowding, congestion and dissatisfaction with the service.

The converse is also true in that reduced charges can stimulate extra usage of a car park which outweighs the lower income per vehicle. This might also be a win for local traders whose footfall and custom is improved.

Charges can also be varied according to the type of user. Reductions might apply to the disabled, those using low emission vehicles or particular interest groups, eg cathedral visitors

#### 9.7.2 Incentives

These can be used to 'control' or 'direct' how motorists use the car park. There are various ways of encouraging a temporal spread of activity at entrances, exits and within the car park.

These might be to reduce the charge for people arriving before the morning rush hour, eg an 'early bird' before 8am or those leaving after the evening rush hour, eg a late stayer after 7pm. Along the same theme a rush hour premium might be charged for entry between 8 and 9.30 or departure between 4.30 and 6. An early bird or morning rush hour premium can be provided using P&D or Pay by Phone, but a late stayer or evening rush hour premium would need PoF/ANPR.

### 9.7.3 Special Bays

Everyone is familiar with bays reserved for the disabled with a Blue Badge which is easy to identify.

Parent and Child bays are more specialised in that they are usually identified with large attractions such as supermarkets. They are more difficult to operate successfully as there is no definitive way of controlling their use or providing evidence of a contravention and as such can be abused.

Other special interest groups such as visitors to the cathedral are more difficult again. In the context of Chequer Square and the Cathedral entrance there have been several thoughts but none stands out as a particularly viable solution. Able-bodied visitors can use Ram Meadow but how many disabled bays should be provided, if any? Too few and there could be disappointment, too many and there is an impact on others nearby. Should there be some form of refund for cathedral visitors presenting a copy of their P&D ticket, but how is this administered, who pays for it and how would the charges need adjusting to ensure some availability of space.

### 9.7.4 Ideal Occupancy levels for a Car Park

It might seem that the ideal would be for a car park to be entirely full. However this does have its problems, especially in car parks where access is unlimited such as P&D car parks. These include:-

Vehicles circulating the car park trying to find a vacant space. This is alright until several vehicles are circulating, perhaps getting in each other's way.

Vehicles try to exit who get caught up in the circulating traffic. Exiting vehicles cannot get past waiting vehicles and a queue forms of mixed traffic.

A queue also forms at the entrance, conflicting with already circulating vehicles.

In short, vehicle flow is compromised and eventually there is gridlock.

Long established wisdom is that a car park where occupancy is around 95% is going to run more efficiently and turnover of spaces is considerably improved, thus achieving more parking acts, more revenue and more satisfaction, leading to repeat visits in the future.

Barrier controlled car parks can have vehicle counters on the in and out barriers to establish the availability of space and therefore control entry and occupancy

For information, the corresponding figure for visitor parking on highways is 85% due to need to avoid holding up traffic trying to move through the street rather than stop in it.

#### 9.7.5 Vehicle Type

Some types of vehicles can be given an advantage in terms of access, price or convenience. Or alternatively prevented from using certain car parks or spaces

For example really small vehicles can be allowed into spaces unsuitable for standard/large vehicles. They could also be given a price reduction.

Low emission vehicles can also be given price reductions and/or could be given the spaces nearest to an entrance where more pedestrians may pass or congregate, thus reducing the harmful effects on them of vehicles in general.

Coaches/Minibuses may be restricted to certain areas, or central drop off points provided before they park more remotely.

Larger vehicles have difficulty in fitting parking bays designed for vehicles 20 or 30 years ago. 4x4s are often presented as the ultimate excess, but executive or even modern standard cars are considerably larger than their predecessors and can have a larger footprint, even though they are not as tall. Perhaps there is a need for larger bays, but preventing smaller vehicles using them might be problematical.

#### 9.7.6 User Type

There is an ever present question as to who is the customer of a car park or who should be the customer.

There are a number of categories people (and car parks) are put into:-

Tourists – these are usually one-off visitors who probably know where they want to be but do not know where it is, where they are or how to get from one to the other. They need car parks close to their chosen attraction (so as to not get lost on foot), which are identified as being associated with that attraction and which have direction signing from their likely point of entry to the town.

Regular visitors – these might be more local with perhaps relatives in the town or who come for a treat such as entertainment, restaurants, non-standard shops or as tourists for an hour or two. These people will know where they want to go but might not be over familiar with the town and may need signage to help/remind them of where they need to go.

Shopper – these are generally people who know the town pretty well and know where they want to go, know how to get there, know the alternatives and will follow their preferences for which car park they want to use.

Local Worker – these are people who are employed in the town, will have researched their car parking (or other travel) options and will know exactly how to get to where they wish to park, along with alternative routes and car parks.

Commuter – these are workers who are employed outside the town and need to connect with another form of transport, usually a train, but occasionally coach or bus. They will know where they want to be, but may not have as many alternatives as the local worker

Direction of different types of users to particular car parks can be manipulated by means of time restrictions and tariffs to try and manage availability and efficiency of parking spaces in the places particular people need them.

#### 9.7.7 Alternative Transport Modes

There are alternatives to each individual driving to their destination and sometimes parking operations can help to move people to other modes of transport or travel:-

Car sharing is a means of reducing parking demand and pollution. It does however require sharing individuals to have very similar destinations, very similar travel times and a level of consistency to avoid the arrangement falling back into separate journeys.

Park and Ride will enable vehicles to be parked in car parks with probably a large capacity and high availability of spaces. To be successful the service needs to be frequent, quick and reliable with enough drop off/pick up spots to be convenient for destinations without being slowed down by stopping too frequently.

Public Transport buses will be unattractive without frequent services (perhaps half hourly and no more than hourly) that run early and late. (perhaps starting at 6am and finishing at 10pm or later). This is costly and without a sufficient potential customer base in a suitably dense population area is unlikely to be provided without at least an initial subsidy (seed money)

Rail travel in St Edmundsbury is somewhat limited in terms of access, ie only one railway station, which is a little way from the main central attractions and therefore unlikely to form any real contribution to modal transfer.

These will only be realistic if the persons experience of the town is not diminished as a result, and given the nature of Bury St Edmunds and its catchment area the car is going to remain king

## 9.8 PAY ON EXIT/FOOT (PoF) or ANPR PAY BY PLATE

The Phase 1 report indicated that PoF and/or ANPR Pay by Plate were technically viable alternatives at many of the St Edmundsbury car parks.

### 9.8.1 Pay on Foot

In order of the most viable they are:-

Bury St Edmunds

Parkway MSCP	low impact on highway
Cattlemarket	medium impact on highway
Parkway Surface	low impact on highway
St Andrews	medium impact on highway
Ram Meadow	low impact on highway

Haverhill

Ehringshausen	low impact on highway
Lower Down St	low impact on highway

Despite having a medium impact on the highway with 10 queuing spaces compared with others with low impact The Cattle Market was identified in the report as the most suitable due to its location, ease of access and proximity to the various amenities in town.

It was estimated to cost around £105,000 initially and £8,000 pa thereafter, based upon 3 multi-format payment options with change-giving payment machines and 3 card only payment machines, one of each co-located at 3 payment stations.

This includes some one-off costs such as central control hardware/software (£12,000) that would not be needed or would be somewhat cheaper if multiple car parks were chosen for implementation.

This car park may be a risk due to the impact on traffic flow if queues develop at the entrance to the car park. This is likely to be especially the case on Saturdays when pressure for spaces in the Cattlemarket is especially strong

An alternative is to choose one of the large but somewhat smaller car parks, with a lower potential impact on the highway and implement a Pay on Foot approach. This would enable experience on the approach to be gained without affecting such a large car park or the highway, provide comparison data and to inform a financial decision perhaps one year later and accustom both the public and the Council staff to the approach.

9.8.2 ANPR Pay by Plate

In addition to car parks identified as PoF suitable, ANPR could be used at Robert Bobby and Haverhill Leisure Centre and all would have a low impact on the highway.

The system is relatively new and still has some reliability issues, particularly with reading/identifying the VRM which compromises the system. Motorists may misunderstand the system as well as the potential for easy abuse of the system by those claiming to be unfamiliar with the method or its application in the town in question.

The estimate for the Cattle Market using the ANPR method was £85,000 initially and £9,000 pa thereafter. Again there are some one off payments – but in this case they are only £2,500

The report recommended that ANPR is not yet sufficiently mature a system and should not be considered at this time. This is also the view of Alpha Parking and we are very aware that use of ANPR would not be acceptable if enforcement is carried out under the Traffic Management Act 2004 (TMA) the Act which would be enforced through decriminalisation. While we appreciate that the Borough does not enforce under the TMA at the present it would not be financially sensible to make this investment if a conversion is likely in the short to medium term. Indeed, with the current public discussions of the issue we suspect that any attempt to enforce using ANPR could be very controversial. As a result, we have not considered this further in this report.

### 9.8.3 Pay and Display in conjunction with Pay by Phone

The option of continuing with the existing system of Pay and Display and Pay by Phone should not be eliminated. The benefit of extendable stay is available via Pay by Phone whilst Pay and Display is significantly cheaper to install and can utilise existing locations.

Flexibility of has been core priority from user and feedback from stakeholders. We would recommend the upgrade of machines to credit card readers and contactless payment.

### 9.8.4 Practical considerations

There are however a number of financial, operational and perception factors that need to be considered.

Factor	Pay and Display	Pay on Foot/Exit	Pay by Phone
Cost of Installation	<p>Requirements are for:-</p> <p>Machines</p> <p>Extras</p> <ul style="list-style-type: none"> <li>- VRM key pads</li> <li>- card readers</li> </ul> <p>Solar or Mains power</p> <p>GPRS/3G or fixed line comms</p> <p>Ground Works</p> <p>Signage</p> <p>This is a medium cost solution</p>	<p>Requirements are for:-</p> <p>Machines/Barriers</p> <p>Includes:-</p> <ul style="list-style-type: none"> <li>- card readers</li> <li>- change giving</li> </ul> <p>Mains Power</p> <p>Fixed line or GPRS/3G comms</p> <p>Ground Works</p> <p>Signage</p> <p>This is a higher cost option</p>	<p>The only requirement is for some signage, potentially using existing poles</p> <p>This is by far the cheapest option, with the supplier often offering to include this as part of the service.</p>
Cost of Operation	<p>Display Tickets and re-stocking</p> <p>Cash Collection</p> <p>Repair/Maintenance</p> <p>The cash collection involve a larger number of collections but of smaller amounts</p>	<p>Entry/Exit tickets (re-usable may be available) and re-stocking</p> <p>Cash Collection</p> <p>Change coin re-stocking</p> <p>Repair/Maintenance</p> <p>Collections will be less frequent but of larger amounts.</p>	<p>Fee per transaction – can be paid by:-</p> <ul style="list-style-type: none"> <li>- motorist</li> <li>- council</li> <li>- combination</li> </ul> <p>Potentially zero cost to council but additional cost to motorist</p>
Staffing	Limited staffing needs to respond to	Staff are required on-site during all	No operational staffing



	<p>machine fault codes – they can be centrally located, remote or mobile (relating to monitoring system ‘calls’)</p>	<p>opening hours to deal with issues such as motorist difficulties, lost tickets and system failures</p>	<p>needs</p>
<p>Operational Considerations</p>	<p>Financially viable for any size car park</p> <p>Access requirements do not have a particular impact</p>	<p>In practice 200 or more spaces are needed to justify this approach</p> <p>2 entry lanes and 2 exit lanes or more are needed – queuing at entry and exit need to be considered/avoided. Due to the barrier and motorist interaction, entry/exit flow is reduced by around 40%</p>	<p>Any size car park</p> <p>Access requirements do not have a particular impact</p>
<p>Enforcement</p>	<p>Parking Officers are required to enforce against non-paying motorists as well as those on yellow lines, not within the markings or in reserved bays.</p>	<p>Payment requirements are essentially self-enforcing as those not paying will not be allowed to exit.</p> <p>Parking Officers are only required to enforce against the</p>	<p>Parking Officers are required to enforce against non-paying motorists as well as those on yellow lines, not within the markings or in reserved bays.</p>

		<p>yellow line, out of bay and reserved bay contraventions. These are by far the lower number of cases.</p> <p>Perhaps 1/10<sup>th</sup> of the Parking Officers</p>	
Customer experience	<p>Motorists are really familiar with this method of payment</p> <p>However the motorist must define the period of stay before they leave their vehicle, thus creating stress or early departure.</p> <p>Basic machines take only coin, Card can be added, but no change can be given</p>	<p>Motorists are familiar with this method of payment</p> <p>Motorists can take as long as they wish without fear of a penalty. (subject to any maximum period)</p> <p>Machines take coin, note and card as well as giving change.</p>	<p>Motorists are familiar with this method of payment</p> <p>Motorists define the period of stay prior to leaving their vehicle but if delayed or wish to, they can extend the stay (up to the maximum period)</p> <p>Payment is made by card which is registered the first time the system is used.</p> <p>Motorists can select to receive a test message when their payment is about to expire.</p>

The PoF system is much more widely known and the public are more familiar with its operation, knowing they have to pay before they can leave.

### **PAY ON FOOT FINANCIAL CONSIDERATIONS**

The forecast costs to introduce PoF at each of the recommended sites, based on the figures and structure in the previous 'technical' report are as follows:-

<b>Car Park</b>	<b>Estimated cost of introducing Pay on Foot (£)</b>	<b>Estimated cost of Maintenance (£pa)</b>
Parkway MSCP	78,000	6,000
Cattlemarket	105,000	8,000
Parkway Surface	78,000	6,000
St Andrews (SS)	78,000	6,000
Ram Meadow	93,000	7,000
<b>Total for All Car Parks</b>	<b>432,000</b>	<b>33,000</b>

It is not suggested that all car parks are re-equipped immediately but that some phased approach is taken, which must consider financial, practical and operational factors. Various matters are considered below and will focus on three car parks being implemented at the same time, in particular, Parkway surface, Parkway MSCP and Cattlemarket.

We have used estimated figures provided by St Edmundsbury Council for operating the PoF car parks.

#### *Staffing Levels*

These might be as much as £60,000pa for a single car park. However, this might reduce to £37,800 if more car parks were converted as daytime patrol duties could then be reduced.

#### *ECN income loss*

There is also concern about the potential loss of Excess Charge Notice (ECN) income.

ECN income from the three car parks is currently:-

Parkway Surface	£3,760
Parkway MSCP	£3,870
Cattlemarket	£28,310
Total	£35,940

A very efficient organisation operating in car parks might incur costs of around £12,000 to issue and process the ECNs making the net income around £24,000.

Accepting that not all ECNs are related to payment the loss of income might be estimated as around £15,000 in total for the three car parks.

#### *Maintenance and Cash Collection*

The P&D machines are of an age where they will need replacement in the not too distant future. If we considered the three car parks for PoF, 25 P&D machines would not need to be replaced, a saving of between £100k and £125k.

Reduced maintenance/repair costs of P&D machines can offset some of the PoF maintenance costs.

A P&D machine can cost around £125pa to maintain and £750pa for cash collection. (£2.50\*300 box pulls) Considering there are 25 P&D machines in the three car parks in question this amounts to a maintenance fee of nearly £22,000pa.

In these car parks the PoF maintenance is estimated at £20,000 and though the cash collection costs are not known, the reduced number of machines, larger capacity hoppers and greater use of electronic payment should reduce the number and hopefully the cost of cash collection.

#### *Additional Income*

The other policy and tariff matters suggested within this report is forecast to generate an additional £364,000 pa which should be considered as a general fund to be utilised as part of an overall strategy.

### *Financial Summary*

For these three car parks the calculations become:-

#### Capital Introduction Costs

- + £261,000 for the PoF equipment and installation
- + £12,000 central control system
- £100,000 unspent P&D replacement costs

Net Additional Cost of PoF introduction is £173,000

#### Revenue Cost Changes

- +£37,800 Additional Staffing costs
- +£15,000 Lost ECN income
- +£20,000 PoF Maintenance
- +£15,000 PoF cash collection (This would need verifying)
- £22,000 P&D maintenance and cash collection

Net Additional Cost of PoF operation is £65,800 pa

#### Therefore in Year 1

- +£364,000 Additional Income
- £65,800 Operational Cost
- £173,000 PoF Introduction

Net Additional Income of £125,200

In year 2 the other Bury St Edmunds sites could be implemented and maybe in year 3 the Haverhill sites which are suitable. In all cases an additional income could be maintained from the revised charges and arrangements.

## 9.9 RECOMMENDATIONS

### INCREASE CAPACITY

Additional capacity is needed now if the various long stay, short stay balance and tariff measures are not to be adopted.

If these mitigation measures are adopted and the higher quality service is to be pursued, new capacity of at least 500 spaces is recommended to be in place by around 2025.

If lower standards are acceptable to the Council this capacity is not required until 2030.

It is also recommended that the Council carry out a search for land which may be appropriate to relieve pressure in the vicinity of the Cathedral and Shire Hall.

## 9.10 CAR PARK OPERATION

The Council should consider installing Pay on Foot in three car parks, Parkway Surface, Parkway MSCP and the Cattle Market initially. After 12 months the Council should carry out an evaluation of the operation with a view to expanding Pay on Foot to additional car parks if the funding and operational costs are justified.

Introduction of card and contactless payment machines, to improve flexibility of payment.

## 9.11 TRANSFER LONG STAY - SATURDAY

### 9.11.1 Parkway multi-storey

New measures are recommended for introduction to prolong the sensible operation of the central area car parks. These measures are:-

limit the max stay to 4 hours for those arriving before 3pm,

extend the 3 hr limitation to 4 hrs to achieve the above.

provide a discount for arriving before 9.30am. It is suggested that half price for a two hour stay would be a possibility.

introduce a separate 'Saturday' tariff of:-

Up to 2 hrs    £1.00 (new tariff)    purchased before 9.30am only

Up to 2 hrs	£2.00 (up from £1.50)
Up to 4 hrs	£3.00 (up from £1.80)
Over 4 hrs	£4.00 (up from £2.30) purchased after 2.00pm only

#### 9.11.2 St Andrews Long Stay

The recommendations for this car park are to:-

Introduce a 4 hour tariff on Saturday to increase availability and flexibility.

Introduce a separate 'Saturday' tariff of:-

Up to 4 hrs	£3.00 (new period)
Over 4 hrs	£4.00 (up from £3.00)

This provides the potential for long stay near, but not in the centre, increases the availability of medium stay parking and provides a financial incentive to find a cheaper car park.

#### 9.11.3 Cattlemarket

The recommendations for this car park are to increase the medium and long term stay tariffs such that it becomes the following throughout the week. This will assist in moving some vehicles from this extremely popular car park to some that are less so.

Up to 2 hrs	£2.00 (no change)
Up to 3 hrs	£3.00 (no change)
Up to 4 hrs	£4.00 (up from £3.50)
Up to 5 hrs	£4.50 (up from £4.00)

#### 9.11.4 Ram Meadow

The recommendations are to:-

extend the two shorter tariff periods so that 2 hrs becomes 3hrs to 3 hrs becomes 5 hrs.

introduce a new tariff (all week) which would be:-

Up to 3 hrs	£1.50 (1 hour extra for no charge)
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Up to 5 hrs	£2.00 (2 hours extra for 20p)
All-day	£2.50 (instead of £2.30)

This is intended to be the ‘carrot’ alternative to the ‘stick’ of the central area car parks with the purpose of attracting more users to this fringe car park thus relieving the pressure in the centre.

## 9.12 TRANSFER LONG STAY - WEEKDAY

### 9.12.1 Parkway Multi-Storey

It is recommended to increase the all day tariff to £3.00. Alternatively, whilst motorists appear to be self-regulating their use of this car park the situation could be kept under review.

### 9.12.2 Ram Meadow – see above

## 9.13 REGULAR/FREQUENT USERS

### Seven Day Tickets and Season Tickets

Provided the other measures are adopted to re-direct the casual long stay motorist, the use of these regular user tickets should not prove an issue for several years. It is recommended that the use of these permits and occupancy of the car parks be kept under review on an annual basis.

Reserved Season Ticket holder spaces or Contract Parking are not considered necessary at this time. Should occupancy of both Parkway MSCP and St Andrews become close to 95% then this may be reconsidered, though this is not forecast to happen for upto 20 years.

## 9.14 Footnotes

[1] St Edmundsbury Core Strategy – local development framework - Dec 2010

[2] Forest Heath and St Edmundsbury councils, West Suffolk working together – website 2014 – basic demographics page

[3] Dept. for Transport – Road Transport Forecasts 2011

[4] Suffolk Traffic Monitoring Report for 2008

[5] St Edmundsbury Retail Appraisal – Jan 2012



# Overview and Scrutiny Committee



*St Edmundsbury*  
BOROUGH COUNCIL

<b>Title of Report:</b>	<b>Decisions Plan: November 2015 to May 2016</b>	
<b>Report No:</b>	<b>OAS/SE/15/018</b>	
<b>Report to and date:</b>	<b>Overview and Scrutiny Committee</b>	11 November 2015
<b>Portfolio Holder:</b>	John Griffiths Leader of the Council <b>Tel:</b> 01284 757136 <b>Email:</b> <a href="mailto:john.griffiths@stedsbc.gov.uk">john.griffiths@stedsbc.gov.uk</a>	
<b>Lead Officer:</b>	Christine Brain Scrutiny Officer <b>Tel:</b> 01638 719729 <b>Email:</b> <a href="mailto:Christine.brain@westsuffolk.gov.uk">Christine.brain@westsuffolk.gov.uk</a>	
<b>Purpose of report:</b>	Attached as <b>Appendix 1</b> is the Decisions Plan to be considered by Cabinet for the period November 2015 to May 2016.  Items which had been added since the Decisions Plan was last published are shaded for Members convenience.  Members are asked to note that the Performance and Audit Scrutiny Committee, in most instances will receive reports on Audit and Governance related items published in the Decisions Plan.	
<b>Recommendation:</b>	Members are invited to peruse the Decisions Plan for items on which they would like further information on, or which they feel might benefit from the Committee's involvement.	
<b>Documents attached:</b>	Appendix 1 – Decisions Plan: November 2015 to May 2016	

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*St Edmundsbury*  
BOROUGH COUNCIL

# St Edmundsbury Borough Council

**Appendix 1**

## Decisions Plan

### **Key Decisions and other executive decisions to be considered**

**Date: 1 November 2015 to 31 May 2016**

**Publication Date: 23 October 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](mailto: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 168	<p><b>West Suffolk Joint Statement of Principles in accordance with the Gambling Act 2005</b></p> <p>The Cabinet will be asked to consider rec's 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><b>Housing Assistance Policy and Application Guidance</b> - 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 making improvements/adaptations to houses.</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
24/11/15  (Deferred from 1 Sept 2015)	<b>Office Accommodation Appraisal</b>  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	(KD)	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)	<b>Local Council Tax Reduction Scheme and Council Tax Technical Changes 2016/2017</b>  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 170	<b>Tax Base for Council Tax Setting Purposes 2016/2017</b>  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.
Page 170	<b>Discretionary Rate Relief Guidelines</b> 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 2015)	<b>Review of Cabinet Area Working Parties</b> Following its annual review of Working Parties, Panels, Groups etc in May 2015, the Cabinet will be asked	Not applicable	(D)	Cabinet	John Griffiths Leader of the Council 07958 700434	Alex Wilson Director 01284 757695	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
	to consider a subsequent review of the future of the Area Working Parties.							
08/12/15  (Deferred from 20 October 2015)	<b>Suffolk Business Park/Eastern Relief Road: Update</b> The Cabinet will receive an update on the Suffolk Business Park/Eastern Relief Road project and may be asked to make recommendations to Council to enable the project to progress.	Not applicable	(R) – Council 15/12/15	Cabinet/ Council	John Griffiths Leader of the Council 07958 700434	Steven Wood Head of Planning and Growth 01284 757306	All Wards	Report to Cabinet with recommendations to Council..
08/12/15  <b>New Item</b>	<b>Review of Bury St Edmunds Christmas Fayre</b> 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 Christmas Fayre.	Not applicable	(KD)	Cabinet	Alaric Pugh Planning and Growth 07930 460899	Steven Wood Head of Planning and Growth 01284 757306  Andrea Mayley Service Manager (Development and Growth) 01284 757343	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
08/12/15  <b>New Item</b>  Page 172	<b>Review of Car Parking in the Borough</b> The Cabinet will be asked to consider the recommendations of the Overview and Scrutiny Cmt which arise from the Committee's Task and Finish Group's review of car parking in the Borough. Some of the recommendations will also require full Council approval via the Performance and Audit Scrutiny Cmt and Cabinet as part of the budget setting process.	Not applicable	(D), however some recommendations will be recommended to Council as part of the budget setting process.	Cabinet /Council	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)	<b>Erskine Lodge, Great Whelnetham Development Brief</b> The Cabinet will be asked to consider the rec's of the Sustainable Development Working Party in respect of seeking approval for the adoption of the Development Brief for Erskine Lodge in Great Whelnetham.	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
08/12/15  (Deferred from 23 June 2015)	<b>Land to East of Barrow Hill, Barrow Development Brief</b>  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)	<b>Wickhambrook Development Brief</b>  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
8/12/15  (Deferred from 8 Sept 2015)  Page 174	<b>West Suffolk Joint Sports Facility and Playing Pitch Strategy</b>  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
08/12/15  Page 174	<b>Revenues Collection Performance and Write-Offs</b>  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	<b>Community Chest Grant Funding (2)</b> The Cabinet will be asked to consider recommendations of the Grant Working Party in respect of applications for	Not applicable	(KD)	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.

<b>Expected Decision Date</b>	<b>Subject and Purpose of Decision</b>	<b>Reason for taking item in private (see Note 1 for relevant exempt paragraphs)</b>	<b>Decision (D), Key Decision (KD) or Rec (R) to Council on date  (see Note 2 for Key Decision definitions)</b>	<b>Decision Taker (see Note 3 for membership)</b>	<b>Portfolio Holder Contact Details</b>	<b>Lead Officer Contact Details</b>	<b>Wards Affected</b>	<b>Documents to be submitted</b>
	Community Chest funding for the 2016/2017 year.							
08/12/15  Page 175	<b>Tayfen Road, Bury St Edmunds: Masterplan</b> The Cabinet will be asked to consider the recommendations of the Sustainable Development 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.	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.
09/02/16  New Item	<b>Leisure Development Proposals for West Stow Country Park</b>  The Cabinet will be asked to make recommendations to full Council regarding leisure development proposals for West Stow Country Park.	Paragraph 3	(R) - Council 15/12/15	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.

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 2 Sept 2014)  Page 176	<b>North East Bury St Edmunds Masterplan: Transport Assessment</b>  Whilst full Council adopted the North East Bury St Edmunds Masterplan in June 2014, Members 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.	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 Hall; Northgate Risbygate Southgate; Westgate	Recommendations from the Sustainable Development Working Party 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
09/02/16  (Deferred from 10 February 2015)	<b>Public Service Village (PSV) Phase Two – Revisions to Existing Masterplan</b> 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.
09/02/16  (Deferred from 8 Sept 2015)	<b>Delivery of Haverhill Town Centre Masterplan: Post Adoption</b> 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)	<b>Review of Pedestrianisation of Abbeygate Street, Bury St Edmunds</b> The Portfolio Holder will be asked to provide a response to Suffolk County	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.

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
	Council's forthcoming review of the pedestrianisation scheme in Abbeygate Street, Bury St Edmunds.							
09/02/16  (Deferred from 8 Sep 2015)	<b>Animal Boarding, Dog Breeding Establishments and Pet Shops - Licensing Conditions</b> - 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.	Not applicable	(R) - Council 23/02/16	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.
09/02/16  (Deferred from 2 Dec 2014)	<b>Definitions &amp; provisions made for political parties and pressure groups in revised Market Licence Regulations</b> - With the exception of the topics listed above, approval was given by Cabinet for	Not applicable	(D)	Cabinet	Peter Stevens Operations 01787 280284	Mark Walsh Head of Operations 01284 757300	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
	revised Market Regulations on 2 Sept 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 approved Market Regulations.							
09/02/16 <b>Page 9 New Item</b>	<b>Concept Statement: Park Farm, Ingham</b> 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	<b>Revenues Collection Performance and Write-Offs</b> – 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	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
						Resources and Performance 01284 757264		
09/02/16  Page 180	<b>Budget and Council Tax: 2016/2017</b> - 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	<b>Annual Treasury Management and Investment Strategy 2016/2017 and Treasury Management Code of Practice</b> 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 yr.	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	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
29/03/16	<b>Revenues Collection Performance and Write-Offs</b>  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.
24/05/16	<b>Revenues Collection Performance and Write-Offs</b>  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

- Page 482
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**

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**Membership of the Cabinet and their Portfolios:**

<b>Cabinet Member</b>	<b>Portfolio</b>
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**

<b>Full Breckland Cabinet Member</b>	<b>Full East Cambridgeshire District Council Cabinet Member</b>	<b>Full Fenland District Council Cabinet Member</b>	<b>Full Forest Heath District Council Cabinet Member</b>	<b>Full Suffolk Coastal District Council Cabinet Member</b>	<b>Full St Edmundsbury Borough Council Cabinet Member</b>	<b>Full Waveney District Council Cabinet Member</b>
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
<b>Substitute Breckland Cabinet Member</b>	<b>Substitute East Cambridgeshire District Council Cabinet Member</b>	<b>Substitute Fenland District Council Cabinet Member</b>	<b>Substitute Forest Heath District Council Cabinet Member</b>	<b>Substitute Suffolk Coastal District Council Cabinet Member</b>	<b>Substitute St Edmundsbury Borough Council Cabinet Member</b>	<b>Substitute Waveney District Council Cabinet Member</b>
Councillor Charles Carter	To be confirmed	To be confirmed	Vacancy	To be confirmed	Vacancy	To be confirmed

# Overview and Scrutiny of Committee



St Edmundsbury  
BOROUGH COUNCIL

<b>Title of Report:</b>	<b>Work Programme Update</b>	
<b>Report No:</b>	<b>OAS/SE/15/019</b>	
<b>Report to and date:</b>	<b>Overview and Scrutiny Committee</b>	11 November 2015
<b>Chairman of the Committee:</b>	Diane Hind Chairman of the Overview and Scrutiny Committee <b>Tel:</b> 07890 198957 <b>Email:</b> <a href="mailto:diane.hind@stedsbc.gov.uk">diane.hind@stedsbc.gov.uk</a>	
<b>Lead officer:</b>	Christine Brain Scrutiny Officer <b>Tel:</b> 01638 719729 <b>Email:</b> <a href="mailto:Christine.brain@westsuffolk.gov.uk">Christine.brain@westsuffolk.gov.uk</a>	
<b>Purpose of report:</b>	<p>1) To update the Committee on the current status of its rolling work programme of annual items for scrutiny during 2015-2016 and current Task and Finish Groups running (<b>Appendix 1</b>);</p> <p>2) To remind Members to complete the Work Programme Suggestion Form when submitting future items for potential scrutiny (<b>Appendix 2</b>).</p>	
<b>Recommendation:</b>	<p><b>Overview and Scrutiny Committee:</b></p> <p><b>That, Members <u>note</u> the current status of the work programme and the annual items expected during 2016;</b></p>	
<b>Key Decision:</b> (Check the appropriate box and delete all those that <b><u>do not</u></b> apply.)	<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>	
<b>Documents attached:</b>	<p>Appendix 1 – Current Work Programme and Task and Finish Group</p> <p>Appendix 2 - Work Programme Suggestion Form</p>	

## **1. Key issues and reasons for recommendations**

### **1.1 Rolling Work Programme**

1.1.1 The Committee has a rolling work programme, whereby suggestions for scrutiny reviews are brought to each meeting, and if accepted, are timetabled to report to a future meeting.

1.1.2 The work programme also leaves space for Call-ins and Councillor Calls for Action. The current position of the work programme for the next few months is attached at **Appendix 1** for information.

### **1.2 Member Work Programme Suggestion Form**

1.2.1 Attached at **Appendix 2** is the Member Work Programme Suggestion Form, which Members are reminded to complete when submitting future items for potential scrutiny.

1.2.2 This enables suggestions received to be considered by the Committee at each meeting.

## Overview and Scrutiny Committee Rolling Work Programme (St Edmundsbury Borough Council)

The Committee has a rolling work programme, whereby suggestions for scrutiny reviews are brought to each meeting, and if accepted, are timetabled to report to a future meeting. The work programme also leaves space for Call-ins and Councillor Calls for Action.

Description	Lead Officer	Details
<b>13 January 2016</b>		
Portfolio Holder Presentation	Leisure and Culture	The Portfolio Holder has been invited to give a short presentation / account of their portfolio and answer questions from the Committee.
Skyliner Way, Bury St Edmunds	Head of Planning and Growth	Quarterly progress report in relation to the recommendations made by the Committee at its meeting held on 3 September 2014
Directed Surveillance (Quarter 3)	Monitoring Officer	To scrutinise the Council's use of its surveillance powers.
Cabinet Decision Plan	Scrutiny Officer	To peruse the latest Decision Plan for items on which it would like further information or feels might benefit from the Committee's involvement.
Work Programme Update	Scrutiny Officer	To receive suggestions for scrutiny reviews, appoint Task and Finish Groups for these reviews and indicate review timescales.
<b>9 March 2016</b>		
Portfolio Holder Presentation	Resources and Performance	The Portfolio Holder has been invited to give a short presentation / account of their portfolio and answer questions from the Committee.
Western Suffolk Community Safety Partnership	Community Safety Co-ordinator	To review the work of the Partnership on an annual basis.
Cabinet Decision Plan	Scrutiny Officer	To peruse the latest Decision Plan for items on which it would like further information or feels might benefit from the Committee's involvement.
Work Programme Update	Scrutiny Officer	To receive suggestions for scrutiny reviews, appoint Task and Finish Groups for these reviews and indicate review timescales.
<b>20 April 2016</b>		
Portfolio Holder Presentation	TBC	The Portfolio Holder has been invited to give a short presentation / account of their portfolio and answer questions from the Committee.
Skyliner Way, Bury St Edmunds	Head of Planning and Growth	Quarterly progress report in relation to the recommendations made by the Committee at its meeting held on 3 September 2014

<b>Description</b>	<b>Lead Officer</b>	<b>Details</b>
Directed Surveillance (Quarter 4)	Monitoring Officer	To scrutinise the Council's use of its surveillance powers.
Cabinet Decision Plan	Scrutiny Officer	To peruse the latest Decision Plan for items on which it would like further information or feels might benefit from the Committee's involvement.
Work Programme Update	Scrutiny Officer	To receive suggestions for scrutiny reviews, appoint Task and Finish Groups for these reviews and indicate review timescales.

Futures items to be programmed at a later date

1. Future Developments for Regional Transport in West Suffolk (A1307) – Progress Report.
2. Update on North West and North East Haverhill including Haverhill Town Centre Master Plan.
3. Decisions Plan: West Suffolk Operational Hub



### Current position of Overview and Scrutiny Task and Finish Groups

	<b>Title</b>	<b>Purpose</b>	<b>Start date</b>	<b>Members appointed</b>	<b>Estimated End date</b>
1.	New Housing Development Sites (Joint Scrutiny Review)	To jointly review with Forest Heath District Council the unacceptable length of time taken by housing developers to bring highways, footpaths, landscaping and open space up to adoption standards on new developments.	August 2013	<u>St Edmundsbury</u> Diane Hind Angela Rushen Jim Thorndyke	Early 2016
			<b>Progress updates</b>	<u>Forest Heath</u> David Bimson Ruth Bowman Bill Sadler	
2.	Christmas Fayre Review	To review the Christmas Fayre and to adopt a five year operational plan.	June 2015	<u>St Edmundsbury</u> Terry Buckle Patrick Chung Jeremy Farthing Richard Rout Clive Springett Frank Warby	11/11/15
3.	Car Parking Review	To carry out a full review of car parking in the Borough.	July 2015	<u>St Edmundsbury</u> John Burns Susan Glossop Paul Hopfensperger Angela Rushen Jim Thorndyke	11/11/15



**Suggestion for Scrutiny Work Programme Form  
(To be considered by the Overview and Scrutiny Committee)**

<b>Suggestion from:</b>

<b>What would you like to suggest for investigation / review?</b>

Please continue on a separate sheet if necessary

<b>What are the main issues / concerns to be considered?</b>

Please continue on a separate sheet if necessary

<b>Would this review benefit from a "West Suffolk" approach (i.e. joint scrutiny by both Councils), or is it relevant only to your council?</b>

<b>Who is responsible for providing this service, or tackling the issue in question?</b>
<b>Have you spoken to them, and if so, what was the response?</b>
<b>What is the Portfolio Holders view on this issue?</b>
<b>What would be the likely benefits and outcomes of carrying out this investigation / review?</b>
<b>Estimated Committee and officer resource implications (eg research group, one-off report, dedicated meeting etc)</b>
<b>Suggested witnesses, documentation and consultation</b>

<b>Will this investigation / review contribute to one or more of the Council's Strategic Priorities? If so, which (please tick)</b>	
<b>Increased opportunities for economic growth</b>	
<b>Resilient families and communities that are healthy and active</b>	
<b>Homes for our communities</b>	

<b>Will this investigation / review contribute to the achievement of one or more of the commitments within the Council's Strategic Plan 2014-2016? If so, which (please tick)</b>	
<b>Increased opportunities for economic growth:</b>	
1. Benefit growth that enhances prosperity and quality of life.	
2. Existing businesses that are thriving and new businesses brought to the area.	
3. People with the educational attainment and skills needed in our local economy.	
4. Vibrant, attractive and clean high streets, village centres and markets.	
<b>Resilient families and communities that are healthy and active:</b>	
1. A thriving voluntary sector and active communities who take the initiative to help the most vulnerable.	
2. People playing a greater role in determining the future of their communities.	
3. Improved wellbeing, physical and mental health.	
4. Accessible countryside and green spaces.	
<b>Homes for our communities:</b>	
1. Sufficient housing for current and future generations, including more affordable homes; improvements to existing housing.	
2. New developments that are fit for the future, properly supported by infrastructure, and that build communities, not just housing.	
3. Homes that are flexible for people's changing needs.	

<b>Will this investigation hit one of the essential elements of a scrutiny review when analysing potential scrutiny reviews? If so, which (please tick)</b>	
<b>Public Interest:</b> The concerns of local people should influence the issues chosen by overview and scrutiny.	
<b>Impact (Value):</b> Priority should be given to issues that make the biggest difference to the social, economic and environmental wellbeing of the area, and which have the potential to make recommendations which could lead to real improvements. The outcome must also be proportionate to the cost of carrying out the review in terms of staff and councillor time.	
<b>Relevance:</b> Overview and scrutiny must be satisfied that an issue identified for review is relevant and does not duplicate existing work being undertaken elsewhere by various Working Groups, Cabinet, partners etc.	
<b>Partnership working or external scrutiny:</b> The focus of scrutiny is moving towards joint action and community leadership, so anything which offers this opportunity should be given serious consideration.	

<b>Would you like to be involved in the investigation / review?</b>	
<b>Yes</b>	<b>No</b>
<b>Date of request:</b>	<b>Signed</b>

**Please return this form to the:**

Scrutiny Officer, Forest Heath District Council, College Heath Road, Mildenhall, Suffolk, IP28 7EY

Email: [Christine.brain@westsuffolk.gov.uk](mailto:Christine.brain@westsuffolk.gov.uk)

Updated: July 2013

Updated: June 2014 (Revised West Suffolk Strategic Priorities)

Updated: March 2015 (Amended as a Joint Form)

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