

Overview and Scrutiny Committee



St Edmundsbury
BOROUGH COUNCIL

Title:	Agenda												
Date:	Wednesday 9 January 2019												
Time:	4.00 pm												
Venue:	Conference Chamber West West Suffolk House Western Way Bury St Edmunds												
Full Members:	<p style="text-align: center;">Chairman Diane Hind</p> <p style="text-align: center;">Vice Chairman Mike Chester</p> <p><i>Conservative Members (12)</i></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>Mike Chester</td> <td>Andrew Speed</td> </tr> <tr> <td>Patrick Chung</td> <td>Clive Springett</td> </tr> <tr> <td>Paula Fox</td> <td>Sarah Stamp</td> </tr> <tr> <td>Margaret Marks</td> <td>Frank Warby</td> </tr> <tr> <td>Robin Pilley</td> <td>Vacancy</td> </tr> </table> <p><i>Charter Member (1)</i> Diane Hind</p> <p><i>Haverhill Indys (1)</i> John Burns</p> <p><i>Independent Member (1)</i> Paul Hopfensperger</p> <p><i>Independent Member (1)</i> Vacancy</p>	Simon Brown	Richard Rout	Mike Chester	Andrew Speed	Patrick Chung	Clive Springett	Paula Fox	Sarah Stamp	Margaret Marks	Frank Warby	Robin Pilley	Vacancy
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Substitutes:	<p><i>Conservative Members (6)</i></p> <table style="width: 100%; border: none;"> <tr> <td style="width: 33%;">Wayne Hailstone</td> <td style="width: 33%;">David Roach</td> </tr> <tr> <td>Jane Midwood</td> <td>Peter Thompson</td> </tr> <tr> <td>Clive Pollington</td> <td>Patricia Warby</td> </tr> </table> <p><i>Charter Member (1)</i> Julia Wakelam</p> <p><i>Haverhill Indys (1)</i> Tony Brown</p>	Wayne Hailstone	David Roach	Jane Midwood	Peter Thompson	Clive Pollington	Patricia Warby						
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Interests – Declaration and Restriction on Participation:	Members are reminded of their responsibility to declare any disclosable pecuniary interest not entered in the Authority's register or local non pecuniary interest which they have in any item of business on the agenda (subject to the exception for sensitive information) and to leave the meeting prior to discussion and voting on an item in which they have a disclosable pecuniary interest.												
Quorum:	Six Members												
Committee administrator:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: christine.brain@westsuffolk.gov.uk												

Public Information



St Edmundsbury
BOROUGH COUNCIL

Venue:	West Suffolk House Western Way Bury St Edmunds Suffolk IP33 3YU	Tel: 01284 757120 Email: democratic.services@westsuffolk.gov.uk Web: www.stedmundsbury.gov.uk
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Agenda

Procedural Matters

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 - 18

To confirm the minutes of the meetings held on 31 October 2018 and 7 November 2018 (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. Announcements from the Chairman regarding responses from the Joint Executive (Cabinet) Committee to reports of the Overview and Scrutiny Committee

6. Local Air Quality Management - Vehicle Anti-Idling

19 - 46

Report No: **OAS/SE/19/001**

(This item was deferred from its meeting held on 7 November 2018, due to the meeting being inquorate).

7. Annual Report by the Cabinet Member for Leisure and Culture

47 - 100

Report No: **OAS/SE/19/002**

	<i>Page No</i>
8. Customer Access Strategy 2019-2022 Report No: OAS/SE/19/003	101 - 128
9. Car Parking Update January 2018 to November 2018 Report No: OAS/SE/19/004	129 - 136
10. Public Space Protection Order - Bury St Edmunds - Addition of Condition Report No: OAS/SE/19/005	137 - 152
11. Work Programme Update Report No: OAS/SE/19/006	153 - 156

Part 2 – Exempt

NONE

Extraordinary Overview and Scrutiny Committee



St Edmundsbury
BOROUGH COUNCIL

Minutes of a meeting of the **Extraordinary Overview and Scrutiny Committee** held on **Wednesday 31 October 2018** at **4.00 pm** in **Conference Chamber, West Suffolk House, Western Way, Bury St Edmunds IP33 3YU**

Present: **Councillors**

Chairman Diane Hind
Vice Chairman Mike Chester

Simon Brown
John Burns
Paula Fox
Paul Hopfensperger

Margaret Marks
Andrew Speed
Frank Warby

Substitutes attending:
Patricia Warby

By Invitation:
Mary Evans, Suffolk County Council (Cabinet Member for Highways, Transport and Rural Affairs)
Kerry Allen, Suffolk County Council (Principal Transport Planner)
John Clements, Suffolk County Council, (Head of Infrastructure Management)

Also in attendance:
Susan Glossop, Cabinet Member for Planning and Growth
John Griffiths, Leader of St Edmundsbury Borough Council
Julia Wakelam, St Edmundsbury Borough Council

257. **Substitutes**

The following substitution was declared:

Councillor Patricia Warby for Councillor Clive Springett.

258. **Apologies for Absence**

Apologies for absence were received from Councillors Patrick Chung, Robin Pilley, Richard Rout, Clive Springett and Sarah Stamp.

Councillor Anthony Williams was also unable to attend.

259. Public Participation

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

260. Suffolk County Council Highways Services - Progress Report

The Chairman of the Overview and Scrutiny Committee welcomed all those present, especially Councillor Mary Evans (Cabinet Member for Highways, Transport and Rural Affairs), Kerry Allen (Principal Transport Planner) and John Clements (Head of Infrastructure Management) from Suffolk County Council (SCC), who had been invited to the meeting.

The newly appointed Suffolk County Council Cabinet Member for Highways, Transport and Rural Affairs, Councillor Mary Evans had been asked to address the Committee on progress made in relation to the recommendations made at the Extraordinary Overview and Scrutiny Committee held on 25 October 2017, and her achievements to date and aspirations for the future.

This meeting was a follow-up from last year when the then Portfolio Holder Councillor Jane Storey had attended, and members expressed their dissatisfaction with Highways generally at that time. The recommendations made to Councillor Jane Storey were outlined in Report No: OAS/SE/18/029 and all scrutiny members and substitutes had received a copy of her reply in January 2018. Some of the replies received were disappointing and as Chairman of the Committee, I responded to reiterate three particular points:

1. Completely denying Borough and town/district councils to build relationships with a Community Engineer was a mistake especially given concerns around a lack of communication;
2. The Committee was pleased that County Officers would now pay heed to our Master Plans but it begged the question why Highways had not done this previously especially as they had been involved in the Master Plan process from the beginning. The Planning system had to take account of local plans so why did not Highways automatically do the same?
3. Poor standard of work.

Councillor Mary Evans attended the meeting last year in her capacity as the Chair of the Suffolk County Council Scrutiny Committee and shared all of our frustrations with the performance of Highways. I welcome her again today in her new role, and look forward to hearing what improvements had been made and what she aspires to do for the future.

Finally, the Chairman welcomed Councillors John Griffiths, Susan Glossop, and Julia Wakelam who had been invited to the meeting as observers, before handing over to Councillor Mary Evans.

Councillor Mary Evans firstly thanked the Committee for the invitation and introduced John Clements who was responsible for operations and Kerry Allen

who was responsible for the strategy side of highways. She then acknowledged there had been some disconnection in the past in how highways had operated. However, since taking over the Cabinet post in late May 2018 with enthusiasm, a new Highways Improvement and Innovations Board had been established. Its first task was to look at the long standing issue of potholes. As part of that work the Board had identified a sample road with potholes and it was reviewing the process of reporting issues; the amount of time road gangs spent travelling to sites; and the number of pothole categories. It had been identified that the only way to gain efficiencies was to reduce the length of time spent on site by road gangs. Also the number of categories in repairing potholes had now been reduced down to three. The Board was also looking at:

- How to manage road closures more efficiently as over the summer months there had been more emergency road closures requested by Anglian Water than normal. Where road closures were in place, a notice should be displayed explaining who was doing the work.
- Permits for road closures which would mean utility companies would have to apply to SCC for a permit. (Essex County Council was being used as an example).
- Whether the public was receiving adequate advance notice of road closures and whether road diversions made sense; and
- The whole grass cutting process.

Everything being carried out by the Board was being fully researched, planned and executed.

Committee members then had an opportunity to ask questions and comment on what they had heard. Members discussed the new funding from central government; street lights; uneven roads; size of potholes; yellow boxes on roads; service level agreements with parish/town councils; the highways budget/how it was broken down; and a Chapter 8 initiative for working with parish/councils, to which comprehensive responses were provided.

In response to a particular question raised regarding what SCC paid out in insurance claims for car and pedestrian injuries, the Cabinet Member agreed to provide a written response following the meeting.

The following detailed discussions/questions were raised and responses were provided as follows:

(a) Potholes

The Chairman opened the questioning by stating that there were many reoccurring potholes and gave an example in Fornham Road, where there was a pothole which appeared at regular intervals and was patched up, then others appeared at the extremity of the patch. She questioned instead of keep patching up the hole, why not close the road and relay the whole area by machine as she felt it would be more cost effective, although initially expensive to carry out a comprehensive

re-surfacing of the whole area rather than keep revisiting to patch up the potholes.

In response the Cabinet Member stated that an element of the highways budget had been set aside to carry out full patching work.

John Clements (Head of Infrastructure Management), explained about the complex issues around potholes and how they created weaknesses where potholes reoccurred. Furthermore, each pothole cost Highways roughly £100 to fix.

Currently, Highways was trailing how it could use video data to capture potholes across the county as it wanted to be able to look at large areas to then plan for capital investment. It was also looking at how road networks performed. By looking at using artificial intelligence, Highways would like to be able to pick up road unevenness before potholes formed. It was constantly looking at different solutions/various ways of repairing potholes, and was about to trial "thermal" repairs. It was also looking at how defects were marked up by road teams.

Also, due to the severe bad winter last year, Highways was overwhelmed with potholes and had to carry out temporary fixes/repairs at the time on road safety grounds.

(b) Communication

Members raised concerns that the lack of communication was still prevalent, in particular when reporting issues via the Highways reporting system. Users received an initial thank you email when reporting an issue, but did not always receive any follow up communication.

In response the Cabinet Member acknowledged that there were still areas where communication needed to be improved. Rougham Depot had been understaffed in the past, and was now been addressed. A Community Engagement Officer was being recruited whose role would be to go out and meet with parish/town councils. Open days at the depots were being offered to parish/town councillors so they could talk to Highways staff.

Councillor Alexander Nicoll, Member with Special Responsibility for Highways Information wanted to send out the right tone of message and was looking at ways of improving the wording of the automated responses on the Highways reporting system.

All Suffolk County Councillors received the "Highways Matters" newsletter, which the Cabinet Member would like to see go to all parish/town councils as well as district/borough councillors and would discuss with the county communications team.

(c) Road Gangs

Members raised concerns about the workmanship of some potholes, which in some cases they felt was poor. A number of examples were provided, such as grouting around a manhole cover on Angel Hill/Abbeygate Street, which had been done numerous times and cracked within weeks. Members questioned how work carried out by road gangs were monitored.

In response members were informed that Highways were able to track which road gangs worked where. Highways was also looking at software run via GIS which would be able to look at data for particular roads and collect photos of potholes before and after work was carried out.

(d) Verge/Grass Cutting

The Chairman questioned why had there been a delay in cutting rural verges, and whether it was safe allowing verges to be cut under artificial light during the night/early hours of the morning.

In response, members were advised that Highways was encouraged to do more work at night as there was less traffic, and using artificial light a night was not an issue for cutting grass so long as traffic management crews (support vehicles) were in place.

Members also raised concerns about the lack of co-ordination between Highways and other organisations regarding grass cutting and questioned why not align contracts.

In response, the Cabinet Member agreed that Highways needed to work smarter and work better together with other organisations.

(e) Bury Town Centre Masterplan

Members questioned the need to integrate with Highways to now be able to deliver on the Masterplan.

In response, the Cabinet Member advised that Highways wanted to be involved, officers did comment on the plans, but would like a personal invitation to attend future meetings.

(f) Parkway Roundabout, Bury St Edmunds

Members raised concerns about the new roundabout (road layout) at Parkway, Bury St Edmunds as drivers approaching the roundabout were using the wrong lanes, and questioned what could be done to rectify the issue.

In response, the Cabinet Member informed members that new signs and white lines had been put in place directing traffic. However, traffic flow would be monitored.

(g) Invited observers

Invited observers also had an opportunity to ask questions and comment on what they had heard.

Councillor Julia Wakelam, a substitute member on the Overview and Scrutiny Committee asked a number of questions to which comprehensive responses were provided. In particular she raised concerns about the damage heavy lorries were causing to the roads in Bury St Edmunds and questioned whether a weight restriction could be put in place.

In response the Cabinet Member stated that heavy lorries had every right to use the roads through the town centre to make deliveries to businesses. She explained that it would be very difficult to put a weight restriction on a road and any restriction would be up to the police to enforce. Furthermore, the Highways Authority would not want to make it even harder for retail business to operate.

[Councillor Julia Wakelam (invited guest), left the meeting at 5.28pm].

Councillor John Griffiths, Leader of St Edmundsbury Borough Council wished to compliment the Cabinet Member on the work of the Highways Improvement and Innovations Board and her Highways presentation to the Committee. He then questioned how the West Suffolk Councils could help Highways in doing their job better; and also issued an open invitation for the Cabinet Member to be involved in future meetings of the Bury Town Centre Masterplan.

[Councillors Frank Warby and Patricia Warby left the meeting at 5.43pm, during the consideration of this item].

In response the Cabinet Member advised that once Civil Parking Enforcement was in place, that money would then revert back to the local authorities. Regarding the Bury Town Centre Masterplan, she reiterated that Highways did comment on the plans, and acknowledged the personal invitation given by Councillor Griffiths to attend future meetings. She then acknowledged that there was a need to find better ways of working together and would welcome the opportunity to meet with fellow Cabinet Members at the West Suffolk Councils.

Kerry reiterated that Highways officers were working with the West Suffolk Councils Planning and Economic Development Teams to formulate solutions together. Highways was working as best it could to deliver that vision.

[Councillor John Griffiths (invited guest), left the meeting at 5.45pm].

The Chairman wanted to reiterate earlier comments made by Councillor Griffiths on the work of the Highways Improvement and Innovations Board. Furthermore, there had been a definite improvement in the operation of Highways, and this was down to more direction, control, enthusiasm, and a more hands on approach by the Cabinet Member for Highways.

[Councillor Andrew Speed left the meeting at 5.50pm during the consideration of this item].

Councillor Mary Evans summed up by again thanking the Committee for the invitation and stated she had a really great team behind her who were committed in their work. Also during the meeting she had noted a number of local issues which had been raised by members, which she would follow up on, and reiterated if there were any other local issues which had not been followed up to please let her know outside of this meeting.

The Chairman on behalf of the Committee thanked Councillor Mary Evans, Kerry Allen and John Clements for attending the meeting. She then summed up the meeting by highlighting five areas where it was felt further improvement could be made:

- 1) By ensuring that officers follow the protocol for the reporting tool to ensure that replies reach the appropriate person;
- 2) Actively monitoring the poor workmanship of some road gangs;
- 3) Seek more combined working with District; Borough; Town and Parish councils.
- 4) SCC feeds back to the West Suffolk Councils the results of their monitoring of the new roundabout at Parkway, Bury St Edmunds;
- 5) The Cabinet Member for Highways to be specifically included as an attendee to all future Bury Town Centre Master Plan meetings.

With the vote being unanimous, it was

RECOMMENDED:

That the Suffolk County Council Cabinet Member for Highways, Transport and Rural Affairs be asked to give consideration to the following in that:

- 1) Highways officers follow the protocol for the reporting tool to ensure that replies reach the appropriate person;
- 2) Highways officers actively monitors the poor workmanship of some road gangs;
- 3) Suffolk County Council Highways seeks more combined working with District; Borough; Town and Parish councils.
- 4) Suffolk County Council Highways feeds back to the West Suffolk Councils the results of their monitoring of the new roundabout at Parkway, Bury St Edmunds;

- 5) The Cabinet Member for Highways, Transport and Rural Affairs to be specifically included as an attendee to all future Bury Town Centre Master Plan meetings.

Note: The Chairman of the Committee would formally write to the Suffolk County Council Cabinet Member for Highways and Transport and Rural Affairs recommending that consideration be given to the above recommendations.

The Meeting concluded at 6.10 pm

Signed by:

Chairman

Overview and Scrutiny Committee



St Edmundsbury
BOROUGH COUNCIL

Minutes of a meeting of the **Overview and Scrutiny Committee** held on **Wednesday 7 November 2018** at **4.00 pm** at the **Conference Chamber West, West Suffolk House**, Western Way, Bury St Edmunds IP33 3YU

Present: **Councillors**

Chairman Diane Hind
Vice Chairman Mike Chester

Simon Brown
John Burns
Paula Fox
Paul Hopfensperger

Margaret Marks
Robin Pilley
Richard Rout

By Invitation:

Susan Glossop, Cabinet Member for Planning and Growth
Sara Mildmay-White, Cabinet Member for Housing

261. **Substitutes**

There were no substitutions declared.

262. **Apologies for Absence**

Apologies for absence were received from Councillors Patrick Chung, Andrew Speed, Clive Springett, Sarah Stamp and Frank Warby.

Councillor Anthony Williams was also unable to attend.

263. **Minutes**

The minutes of the meeting held on 12 September 2018, were confirmed as an accurate record and signed by the Chairman.

264. **Public Participation**

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

265. **Announcements from the Chairman regarding responses from the Joint Executive (Cabinet) Committee to reports of the Overview and Scrutiny Committee**

The Chairman advised she attended the Joint (Executive Cabinet) Committee on 2 October 2018, and presented the Committee's report on items it considered on 12 September 2018, which was noted.

She also informed the Committee that she had written to Mr Jesse Norman MP, the Rt. Hon Matt Hancock and Mrs Jo Churchill MP regarding Civil Parking Enforcement. To date a response had been received back from Mrs Jo Churchill MP.

266. **West Suffolk Housing Strategy and West Suffolk Tenancy Strategy**

The Cabinet Member for Housing, Councillor Mildmay-White provided Report No: OAS/SE/18/030, which presented the West Suffolk's draft Housing Strategy (Appendix 1) and draft Tenancy Strategy (Appendix 2).

A review of the Housing Strategy was due in 2018. By adopting a new strategy the Councils would be aligning its priorities with the Strategic Framework 2018-2020 and responding to new legislation and additional duties. Attached to the report were a number of appendices relating to the Housing Strategy which provided additional information:

- Appendix A: Was an illustrative summary of the types of housing available as well as the councils role in supporting the delivery and availability of each of these options.
- Appendix B: Sets out data relating to West Suffolk's population and housing that had supported the development of the strategy.
- Appendix C: The implementation plan would identify the main tasks needed to increase and improve the provision of appropriate housing over the next five years. The plan was being developed during the consultation period and would be finalised once the consultation had concluded.
- Appendix D: provided an overview of the Equality Impact Assessment. No negative impacts as a result of the strategy had been identified.

The strategy had been informed by an engagement exercise that included Councillor workshops and a consultation event with key partners. The formal consultation was taking place for a six week period between 9 October and 20 November 2018 and involved an online survey that was available on the councils webpages.

As at 5 November 2018, 21 responses had been received and there was strong support for the priorities and actions set out in the strategy and for the issues that the council was addressing. Specific comments had been received that relate to affordable housing, the need for appropriate housing for specific

groups and the importance of infrastructure and transport to support the needs of individuals and communities.

A review of the Tenancy Strategy was also due in 2018. The Localism Act 2011 required local authorities to produce a Tenancy Strategy that outlines how councils and registered providers approached issues which affected tenants living in the area.

Informal discussions had taken place with registered providers operating in West Suffolk about the proposed changes. As with the Housing Strategy, the formal consultation was taking place for a six week period between 9 October and 20 November 2018 and involved an online survey that was available on the councils webpages.

As at 5 November 2018, two responses had been received which would help the council continue to develop how it worked with registered providers and assist tenants living in West Suffolk.

The Housing Strategy and Tenancy Strategy, together with any feedback or comments from the Overview and Scrutiny Committee, would be considered by the Joint Executive (Cabinet) Committee on 11 December 2018.

The Committee considered the report and the attached appendices in detail and asked a number of questions, to which comprehensive responses were provided. In particular discussions were held on homelessness and rough sleepers; the number of new homes needed by 2031 and where the figures came from; who set the criteria for affordable housing and rents set above the Local Housing Allowances by registered providers.

In response to a question raised regarding rough sleepers and how these could be reported, members were informed to use "StreetLink", which was a national system set up to help end rough sleeping by enabling members of the public to connect people sleeping rough with the local services that could support them (www.streetlink.org.uk).

In response to a questions raised regarding the Housing Forum, members were informed that the Housing Forum met on a monthly basis, which was more intelligence led as well as weekly to discuss all of those who were rough sleepers.

Members referred to paragraph 1.2.1 of the report, and questioned what the number was of rural houses being delivered, and suggested including the figures in the draft Housing Strategy. Officers agreed to provide a written response setting out the breakdown between rural and urban houses, and would incorporate the figures into the Housing Strategy.

Members discussed the number of consultation responses currently received, and suggested promoting the consultation more through social media outlets, to which officers agreed to look into.

Councillor Simon Brown then moved the recommendations, this was duly seconded by Councillor John Burns, and with the vote being unanimous, it was:

RECOMMENDED:

That Draft West Suffolk Housing Strategy and the Draft West Suffolk Tenancy Strategy, attached as Appendix 1 and 2 to Report No: OAS/SE/18/030, be approved by Joint Executive (Cabinet) on 11 December 2018 and Council on 18 December 2018, where appropriate, subject to comments made by the Committee during the meeting.

267. Garden Waste Collection Service Review - Final Report from the Joint Task and Finish Group

[Councillor John Burns left the meeting at 5pm after presenting the report to the Committee].

Councillor John Burns presented Report No: OAS/SE/18/031, which summarised the review of the Garden Waste Collection Service (GWCS) by a Joint Task and Finish Group and presents recommendations for the service moving forward.

On 6 and 7 June 2018, both St Edmundsbury and Forest Heath Overview and Scrutiny Committees resolved to establish a Joint Task and Finish Group (the Group) to review the progress of the GWCS and to consider the Motion put forward by Councillor Nettleton to introduce a sliding scale of subscription charges. The Group met on five occasions to discuss the planned approach to the review and to consider the specific areas to be explored. It was agreed that the review would explore the following areas:

- Finance
- Customer access
- Service terms and conditions
- Impact on residual waste
- Communications and marketing
- Operational changes
- Impact of proposed changes

The report included the background to the review and progress to date; the review carried out by the Group and proposed recommendations. Also attached to the report were a number of appendices, namely:

- Appendix A – Summary of meetings
- Appendix B – Financial modelling
- Appendix C – Subscription charges of other councils
- Appendix D – Subscriptions through the Customer Access Team
- Appendix E – Information flow and process map
- Appendix F – Examples of branding used
- Appendix G – Summary of meeting content, observations, recommendations

Throughout the four meetings, the Group reviewed the various elements of the GWCS, experiences from other councils and the options moving forward. At the final meeting the Group formulated its recommendations, which were set out in Section 4 of the report. Subject to the approval of the recommendations, officers would then develop an Implementation Plan.

The Committee considered the report in detail and asked a number of questions to which comprehensive responses were provided.

In particular the Committee discussed the proposed increase to £43, and questioned why the Group decided not to go with an increase to £45. In response members were informed that the Group had considered the size of the uplift, and felt a 12% increase to £45 would not be acceptable to customers. The aim of providing the service was to ensure that it was financially self-supporting and not making large surpluses.

In response to a question raised regarding whether Suffolk County Council could increase fees, members were informed that the Council had an arrangement with SCC for a five-year period. The only variable would be gate fees and the number of subscribers to the scheme, hence why the Group was proposing an annual review of the fees as part of the budget setting process.

Councillor Mike Chester then moved the recommendation, this was duly seconded by Councillor Richard Rout, and with the vote being 7 for and 1 abstention, it was:

RECOMMENDED:

That the recommendations, as set out in Section 4 of Report No: OAS/SE/18/031, be approved by the Shadow Executive (Cabinet).

[Councillor Margaret Marks left the meeting at 5.05pm following the vote taking place].

268. Review of Bury St Edmunds Christmas Fayre - Final Report

[Councillor John Burns re-joined the meeting at 5.29pm to collect his belongings, and left the meeting at 5.30pm prior to the vote taking place on this item.

Councillor Paula Fox left the meeting at 5.30pm prior to the vote taking place on this item].

Councillor Diane Hind presented Report No: OAS/SE/18/032, which summarised the review of the Bury St Edmunds Christmas Fayre and presented a draft Action Plan (Appendix F) for taking forward the recommendations from the Christmas Fayre Joint Task and Finish Group.

On 18 and 19 April 2018, both St Edmundsbury and Forest Heath Overview and Scrutiny Committees resolved to establish a Joint West Suffolk Task and Finish Group (the Task Group) to complete a review of the Bury St Edmunds Christmas Fayre. The Task 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:

- Principle and ownership
- Vision
- Timing and length
- Format and venues
- Type of stalls
- Links to wider economy (retail and tourism)
- Transport and accessibility
- Finance
- Staffing and volunteers
- Safety and Security
- Examples from other places
- Communications and marketing
- Management and resources

The report summarised the review of the Bury St Edmunds Christmas Fayre and presented a proposed three-year action plan for taking forward the recommendations from the Task Group. It also included an introduction; the background to the review; engagement; evidence base and Christmas Fayre review findings and recommendations. Also attached to the report were a number of appendices, namely:

Appendix A – Christmas Fayre key details document.

Appendix B – 2015 Christmas Fayre Review Action Plan and progress table.

Appendix C – Christmas Fayre Engagement/surveys summary document.

Appendix D – Information from Christmas Fayres held in other places and scheduled of Christmas events in West Suffolk.

Appendix E – Strengths, Weaknesses, Opportunities and Threats document.

Appendix F – Proposed Three Year Action Plan.

The Portfolio Holder for Planning and Growth then thanked the Committee for the opportunity to address the Committee, and commended the Task Group on its work which had resulted in the recommendations being proposed. She then updated members on how important it was to ensure the safety of the public at events, and referred to paragraph 5.32 in the report. She explained that two weeks ago, the Council led a table-top exercise to test how all partners would be able to respond in the event of an incident occurring at the Fayre. This unfortunately took place after the Task Group's final meeting, but raised some important points and hoped the Overview and Scrutiny Committee would support an additional recommendation arising from the review. This would add the following wording to Appendix F on "Safety and Security" as follows:

"An Independent Peer Review of the Council's Command and Management of the Christmas Fayre and Event Safety Plan is commissioned. This should consider the management and skills/expertise to deliver the roles required, learning and development as well as whether the skills set within the organisations involved are fit for purpose for continuing to deliver the Plan in the future. The recommendations of the review will be considered by the Chief

Executive in consultation with the Portfolio Holder for Planning and Growth”.

In addition, the Portfolio Holder suggested a further minor change for the purposes of clarity; in Appendix F under “Finance”, which states “*Contact town centre organisations offering them the opportunity to contribute towards the Christmas Fayre*”. She proposed that the word “organisations” be replaced with “stakeholders”, as this felt a broader word which potentially captures all parties who might contribute.

The Committee then scrutinised the report in detail and asked a number of questions to which comprehensive responses were provided.

Some members of the Committee broadly supported parts of the report, but felt it lacked forward thinking and ambition, and suggested the Task Group could have done more, such as reviewing the timing and length of the Christmas Fayre; comparing actual like-for-like examples of other Fayres with Bury’s Christmas Fayre; the mix, types and location of stalls; more promotion of the Fayre such as having souvenirs (mugs for mulled wine); and involving Bury Town Council in the review.

Concerns were also raised about too many people being set in one location for a short periods of time due to health and safety.

Some members also felt that there was a general misunderstanding about what the Bury Fayre was about, and suggested it needed a complete make-over to become “Christmas in Bury St Edmunds”. Some members felt it should be run more along the lines of “continental Christmas Markets” with stalls throughout the town, and various examples of continental markets were provided.

In response to concerns raised by members, the Committee was informed that the Task Group had looked at all of the issues which had been raised including options for the length and time of the Fayre, which was set out in paragraphs 5.12 and 5.16 of the report. The Task Group had also looked at five different cities and a SWOT analysis had been carried out. It was proposed that a stall audit would be carried out this year to capture the views from stall holders on the Fayre. In addition to safety and security being considered as part of the Review the proposed amendments put forward by the Portfolio Holder to Appendix F to include an “Independent Peer Review”, would pick up a number of points expressed by members about potential risks with crowd management at all parts of the Fayre, if agreed.

Councillor Diane Hind who chaired the Task Group, informed members that the Task Group had looked at extending the time, and her wish and hope would be to have a Fayre with more of a Christmas feel in future.

In response to a question raised on when work would start on the 2019 Fayre, members were informed that work would be starting now, for next.

The Committee was unanimous in wanting the Fayre to continue and suggested an amendment in addition to the Portfolio Holders proposed recommendations, in that the annual report be brought back to the

Committee next year. It was further suggested that it should include feedback from the Destination Management Organisation and Our Bury St Edmunds on the willingness and desire to have additional stalls throughout the town over a longer period of time.

In response members were advised that one of the recommendations of the Task Group was that an annual report be undertaken to reflect on feedback provided from each event, and this could also look at responses received from the stall holders audit/survey year on year, over the period of the proposed three year plan.

Councillor Mike Chester then moved the recommendations, this was duly seconded by Councillor Paul Hopfensperger, and with the vote being unanimous, it was:

RECOMMENDED: That

- 1) The Christmas Fayre Review Report (OAS/SE/18/032) and the Three-Year Action Plan (Appendix F), be approved, subject to the inclusion of the following paragraph in Appendix F under "Safety and Security":**

"An Independent Peer Review of the Council's Command and Management of the Christmas Fayre and Event Safety Plan is commissioned. This should consider the management and skills/expertise to deliver the roles required, learning and development as well as whether the skills set within the organisations involved are fit for purpose for continuing to deliver the Plan in the future. The recommendations of the review will be considered by the Chief Executive in consultation with the Portfolio Holder for Planning and Growth".

- 2) To modify the Finance Section, contained in Appendix F, in order to replace the word "organisations" with the word "stakeholders"**
- 3) That the Shadow Executive (Cabinet) be recommended to accept the above recommendations (1 and 2 above), subject to an Annual Report on the Christmas Fayre being presented to the Overview and Scrutiny Committee, and specifically in 2019, to report back on discussions with the Destination Management Organisation and the BID (Our Bury St Edmunds) on willingness; desire of businesses to have/provide additional Christmas stalls throughout the town, over a longer period to create "Christmas in Bury".**

[Councillor Richard Rout left the meeting at 5.49pm following the vote taking place].

269. **Quorum**

As there were only five members of the Committee present, the Chairman declared the meeting inquorate under Part 4, Paragraph 4 of the Committee Procedure Rules of the Council's Constitution and announced that (where indicated below), the items of business would stand adjourned for consideration at the next meeting of the Overview and Scrutiny Committee on 9 January 2019.

270. **Local Air Quality Management - Vehicle Anti-Idling**

This item was deferred to the next meeting of the Overview and Scrutiny Committee (9 January 2019), due to the meeting being inquorate.

271. **Annual Report by the Cabinet Member for Planning and Growth**

The Committee was reminded that on 13 September 2017, it received a presentation from Councillor Alaric Pugh, the then Cabinet Member for Planning and Growth setting out responsibilities covered under his portfolio.

At this meeting the recently appointed Cabinet Member for Planning and Growth, Councillor Susan Glossop had been invited to give an update on her portfolio since taking over. Report No: OAS/SE/18/034 set out the focus for the annual update.

Prior to the meeting taking place, the Cabinet Member was provided with some key questions from Scrutiny Members on what they would like included in the update, and responses were set out the report.

The Cabinet Member thanked the Committee for the invitation and the questions submitted, as set out in the report. At this point the Cabinet Member took the opportunity to update the Committee on the following areas:

- Following the Extraordinary Overview and Scrutiny meeting on 31 October 2018, regular meetings would now be held with Councillor Mary Evans, Suffolk County Council Cabinet for Highways and Transport, Leaders/Growth Portfolio Holders with support from officers to look at:
 - Large scale infrastructure projects
 - Masterplan/place projects
 - Major planning applications
 - Policies including the Local Transport Plan
 - Joint funding bids and service delivery in West Suffolk including OSPA
- Looking at improving communications with members. If members had any issues or concerns in their ward regarding planning and growth she was keen to hold one to one meetings to discuss.
- Looking at harmonising licensing policies prior to becoming a West Suffolk Council on 1 April 2019.

The Committee asked a number of follow-up questions relating to the responses provided on growth areas and regeneration to which responses were provided.

In response to a particular question raised regarding the whole development of the Western Way Project, the Cabinet Member agreed to relook into the aspiration of having a bridge from the Howard Estate to Asda as part of the overall project.

There being no decision required, the Committee **noted** the annual update.

272. **Work Programme Update**

The Committee received Report No: OAS/SE/18/035, which updated Members on the current status of its rolling work programme of items for scrutiny during 2019 (Appendix 1).

The report also requested that Members identify questions they would like the Cabinet Member for Leisure and Culture to cover on 9 January 2019.

The Committee considered Appendix 1 and due to the size of the work programme suggested that the Joint Executive (Cabinet) Committee Decisions Plan and the Shadow Executive (Cabinet) Decisions Plan be removed from the January 2019 meeting to allow sufficient time to consider the rest of the proposed agenda.

Also, at the time of the meeting members had not identified any questions they wished to put to the Cabinet Member for Leisure and Culture, but would submit questions following the meeting to the Democratic Services Officer (Scrutiny) by Wednesday 21 November 2018.

There being no decision required, the Committee **noted** the update and the removal of the Decisions Plans from the January 2019 meeting.

The Meeting concluded at 6.15 pm

Signed by:

Chairman

Overview and Scrutiny Committee



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Local Air Quality Management - Vehicle Anti Idling	
Report No:	OAS/SE/19/001 <i>(This item was deferred from its meeting held on 7 November 2018, due to the meeting being inquorate)</i>	
Report to and date:	Overview and Scrutiny Committee	9 January 2019
Portfolio holder:	Councillor Susan Glossop Portfolio Holder for Planning and Growth Tel: 01284 728377 Email: susan.glossop@westsuffolk.gov.uk	
Lead officer:	Matthew Axton Environment Officer Tel: 01284 757041 Email: matthew.axton@westsuffolk.gov.uk	
Purpose of report:	The Overview and Scrutiny Committee have requested officers to bring forward a report to assess the challenges of vehicle idling in St Edmundsbury, and potential options to address potential issues.	
Recommendation:	Overview and Scrutiny Committee: <ol style="list-style-type: none"> 1) The Committee is asked to <u>NOTE</u> the technical information on vehicle idling (Appendix 1); and 2) <u>RECOMMEND</u> the proposals to Portfolio Holders to undertake a public campaign in conjunction with other Suffolk Local Authorities where this can be undertaken in appropriate timescales. 	

Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>		<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	
Consultation:		<ul style="list-style-type: none"> As this report seeks to explore options, consultation has not been undertaken at this stage. 	
Alternative option(s):		<ul style="list-style-type: none"> Not undertaking any action to prevent vehicle idling. This could result in criticism from the public and / or campaign groups on this high profile environmental issue. Section 4 of this report outlines the other options considered. 	
Implications:			
<i>Are there any financial implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> There are small scale financial commitments associated with the developing of campaign materials. Further details are set out in the options appraisal and technical report. Further financial commitments could be considered if the campaign is successful. 	
<i>Are there any staffing implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> 	
<i>Are there any ICT implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> 	
<i>Are there any legal and/or policy implications? If yes, please give details</i>		Yes <input checked="" type="checkbox"/> No <input type="checkbox"/> <ul style="list-style-type: none"> There are legal implications associated with the issuing of Fixed Penalty Notices. See the sections 1 of the technical report for more information. 	
<i>Are there any equality implications? If yes, please give details</i>		Yes <input type="checkbox"/> No <input checked="" type="checkbox"/> <ul style="list-style-type: none"> A brief assessment of any equality and diversity implications has been undertaken and summarised in section 3 of the technical report 	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)

Statutory Responsibilities – although responsibilities relating to vehicle idling do not classify, failure to comply with responsibilities that exist around air quality means the council may be open to challenge.	Low	This is not directly a statutory responsibility, however it will support statutory work.	Low
Reputational – air quality and the associated public health impacts are increasingly being debated in the public domain, therefore any actions taken by the council may be viewed with increasing scrutiny.	Medium	The Councils’ work will help achieve a credible pathway to improving air quality.	Low
Financial – spending on new initiatives receives a high level of scrutiny given the current constraints on the public purse.	Low	Cost-benefit of key work will continue to be reviewed and adjusted.	Low
Ward(s) affected:	All Wards		
Background papers: <i>(all background papers are to be published on the website and a link included)</i>	Work programme addition proposal submitted by the Chair: Overview & Scrutiny Committee meeting 18 April 2018 NICE report 2017 Unicef UK report 2018		
Documents attached:	Appendix 1 – Technical Assessment of Vehicle Idling and the enforcement options. Appendix 2 - Options Appraisal Appendix 3 – Results of research in to other Local Authorities work on vehicle idling		

1. Key issues and reasons for recommendation(s)

- 1.1 Air quality has direct implications for human health. Research shows that poor air quality can reduce the quality of life by causing health problems, especially in those who are more vulnerable such as children, the elderly and those with pre-existing health conditions. There is considerable research showing a link between exposure to air pollution and effects on health. This has led to numerous papers and guidance documents from health bodies including, among others, the National Institute for Health and Care Excellence (NICE), Public Health England (PHE) and Unicef.
- 1.2 Improving the air quality will help to improve the long term health of our local communities, makes our towns more attractive places to visit and therefore improves the local economy.
- 1.3 The Council has statutory duties to monitor and report on local air quality and declare special management areas where pollution exceeds nationally set objectives. Tackling vehicle idling does not form part of these statutory duties, however, it is complementary to the statutory duties and is one tool among many which may be used to help improve the local air quality, especially in more sensitive areas described by a recent NICE report below
- 1.4 NICE guidelines (Air Pollution: outdoor air quality and health. June 2017) suggest a number of non-statutory actions to improve air quality, one of which is introducing:

"Bylaws and other action to support 'no vehicle idling' areas, particularly where vulnerable groups congregate (such as outside schools, hospitals and care homes) and in areas where exposure to road-traffic-related air pollution is high"

- 1.5 In general, air pollution in West Suffolk is below (compliant with) the nationally and internationally set objectives, other than for some small isolated areas. However, evidence is being published that confirms that health impacts are possible below these objectives and work to reduce air pollution will have a positive impact outside of the statutory framework.
- 1.6 Suffolk Local Air Quality Management (LAQM) officers from all local authorities meet on a regular basis with representative from Suffolk County Council, Public Health England and Highways England to share best practice and ensure a coordinated countywide approach. This network is well established.
- 1.7 Within West Suffolk we have received a small number of complaints from members of the public relating to vehicle idling in Bury St Edmunds over the last year, including:
 - 2 complaints relating to idling on Westgate Street associated with pick-ups from the two primary schools in the area
 - 1 complaint relating to idling in the Spring Lane associated with pick-ups from the nearby secondary school
 - 1 complaint relating to idling in the town centre.

We don't have any recorded incidents regarding the other sensitive areas (hospitals and care homes) mentioned in the NICE guidance.

2. Vehicle Idling – Summary of Technical Information

- 2.1 The act of idling in a vehicle (i.e. leaving your vehicle engine running when you are parked) and the impact on air quality is not a simplistic relationship in that turning off your engine is not always beneficial for very short periods. The air quality benefit from turning your engine off and restarting the car is dependent on numerous factors, however, in most instances idling for greater than 1 minute is considered to have a negative impact on air quality, although this may vary depending on a multitude of factors and should not be taken as an absolute figure. Further detail is provided in the technical review in **Appendix 1**.
- 2.3 Enforcement powers do exist with regards to vehicle idling, as laid out in the Road Traffic (Vehicle Emissions) (Fixed Penalty) (England) Regulations 2002. These allow for the local authority to issue a £20 Fixed Penalty Notice where drivers refuse to turn off their engines when requested to do so by an authorised officer.
- 2.4 Measuring air quality benefits with relation to any reduction in vehicle idling would be a difficult given the lack of existing data at sensitive locations as listed in the NICE guidelines and the transient nature of the problem. It should also be noted that a reduction in Nitrogen Dioxide (which is measured locally) levels may not be reflected in a reduction in other contaminants such as particulates.
- 2.5 Following on from themes in the NICE report around the impact of air quality on sensitive areas in our communities, a Unicef UK report on the daily risk to UK children from air pollution, dated September 2018, finds children are disproportionately exposed to higher doses of pollution during the school run. The report suggests that major gains for children's health could be made if funding, interventions and policies were targeted to pollution reduction around schools and nurseries and on the school run itself. Although this report is not specific to West Suffolk, the conclusions are considered relevant.
- 2.6 However, the formation of formal 'no vehicle idling' areas, as suggested by the NICE report, could cause a significant burden on the local authority due to the consultation required and the need for bespoke solutions at each locality. It is also considered this would provide a mixed message, in that it was acceptable to idle outside of these areas.
- 2.7 There is evidence, published by University of East Anglia, to suggest that road signs at junctions can cause a behavioural change in drivers, with the number of people switching off engines when signs were placed at the junction increasing from 9.6% to 17%, however, this research did not link directly to improvements in air quality as this was not measured as part of the study.
- 2.8 Evidence suggests that campaigns and education can have a significant effect on behaviour. Idling Action London record an 80% switch off when making a direct request to drivers, with many pledging to give up the habit of idling for good when provided with educational message.

3. Summary of other Local Authorities

- 3.1 A review of other local authorities has taken place, which identifies a number of approaches taken with regards to reducing vehicle idling. The review represents a cross section of local authorities as well as targeting our Nearest Neighbours (i.e. those identified as being similar to FHDC or SEBC by CIPFA). This review identifies a variety of approaches from formal enforcement and high profile campaigns through to taking no action. The level of action is often linked to the magnitude of the air quality problems in the corresponding authority. Further details of the research in to other local authorities is provided in **Appendix 3**.
- 3.2 Multiple authorities or public bodies are involved where there are significant engagement campaigns (Idling action London, Sussex, Surrey, Staffordshire), although lower key, website based, campaigns tend to be run by single authorities. Defra notes Sussex and Surrey as best practice examples, with county wide campaigns targeting schools to encourage behaviour change, and reduce idling, predominantly in the areas around schools.
- 3.3 No authorities have adopted the 'no idling areas' in line with the recommendations of the NICE guidelines. Action is either taken district/borough wide or campaigns target particular areas, but without formal 'areas' being designated.
- 3.4 Where formal enforcement is used, this is used infrequently and as a last resort, with education being cited as a more effective method of behavioural change in most cases.

4. Options and Recommendations

- 4.1 We have undertaken an options appraisal to help assess the various actions that could be undertaken, which is included as **Appendix 2**. For each option, the costs and benefits of undertaking the action as West Suffolk alone and as a Suffolk wide partnership were considered.

- 4.2 **Option A:** Undertake a campaign, initially targeted at schools and expanding as necessary:

Based on the research and options appraisal, it is recommended that this is option taken forward as a Suffolk Wide campaign. Evidence shows campaigns in other areas have been successful and have had a positive impact on driver behaviour. Identified best practice is to undertake regional or county wide campaigns which makes best use of county functions such as schools, transport and public health.

- 4.3 This option has been discussed at Suffolk Air Quality Officers meetings and has been supported in principle by all authorities. Initial work is underway to establish the scope of joint working, subject to Councillor endorsement.
- 4.4 **Option B:** Adopt delegated powers to use Fixed Penalty Notices under the traffic regulations 2002.

Based on the research and options appraisal, it is not recommended that this option is taken forward on a West Suffolk wide basis due to the possible negative impacts, as explored in the options appraisal. There may be slightly more benefit from undertaking a county wide approach, however, it is proposed this is not sufficient to warrant undertaking this option.

- 4.5 The focus of attention on this matter should relate to delivery of a proactive campaign to raise awareness of the issue. However, it may be necessary, on an exceptional basis only, to use the powers set out in the 2002 Regulations and serve a fixed penalty notice. If these recommendations were adopted by cabinet, we would seek delegation solely for officers to issue a fixed penalty notices to those not turning off their engine when asked to do so where it was identified these are drivers who have been asked previously to turn their engine off and where such request has been documented and the offence repeated.

It should be noted that this option is not preferred as both the evidence base and options appraisal highlight its difficulties.

4.6 **Option C: Road signs**

Based on the research and options appraisal, it is not recommended that this option is taken forward. Although signs can have a slight impact on behaviour, there is insufficient benefit of signs without the benefit of a campaign and supporting materials.

- 4.7 Where road signs are placed at junctions there is insufficient evidence to suggest this provides suitable air quality benefits. We would be looking to replicate this in areas where vehicles are not stationary in traffic but stationary on the edge of the main highway, such as waiting or parked.

4.8 **Recommendation**

As above, it is recommended that officers continue to pursue opportunities for running public campaigns (**option 1**), such as with local schools. If possible, this will be done with the support of the Suffolk Air Quality Partnership.

- 4.9 As explored in the options appraisal, there are number of factors that should be considered when reviewing the options. These factors have been considered for the recommended option and are summarised below:

Strategic fit: This expands on our existing work to continue improving and monitoring air quality in West Suffolk. This also follows our ambition to work with our partners to build strong and resilient communities. This could also support ongoing work promoting Suffolk as a green county.

Legal implications: there are no direct legal implications for this option.

Financial implications: the costs of developing materials to use in schools could be spread across a number of authorities. Resource could be pooled and there may be efficiencies in terms of officer time as some partners have existing strong links in school and health settings.

Equality implications

Group	Positive Impacts	(Perceived) Negative Impacts
Young people	Although the effects are unlikely to be measurable, this option starts to take action to reduce excess air pollutants being created by vehicles waiting around schools. High levels of these air pollutants can cause poor air quality, which affects lung development in children as they are still growing.	Singling out schools as areas could lead people to think these areas have particularly bad air quality. For most areas this is not the case, it is more around protecting sensitive groups in society, those in school being one of them.
Those with reduced mobility – e.g. disabled or elderly		Those with reduced mobility may perceive this negatively if they think it will reduce the time or frequency they can park close to a school for pick up/drop off. This is not the case, the only change is that they would be encouraged to switch off their engine for any time they do spend waiting near the school.
Parents/carers	Combatting poor air quality in the environment around the child's school has the potential to also reduce the pollution the parent/carer is exposed to throughout the day	Parents may perceive this as a way of reducing the time spent waiting near schools. This is not the case, the only change is that they would be encouraged to switch off their engine for any time they do spend waiting near the school.
Those affected by rural isolation		Those who have no other option but to drive to school may perceive this as a way of discouraging travelling to school by car. This is not the case, the only change is that they would be encouraged to switch off their engine for any time they do spend waiting near the school.

Vehicle Idling – Technical discussions

1. Background

The issue

West Suffolk councils have a statutory duty to monitor local air quality as set out in Part IV of the Environment Act (1995) and the relevant Policy and Technical Guidance documents. Where nationally set Air Quality Objectives are breached, or are likely to be breached, the local authority are required to declare an Air Quality Management Area (AQMA). Where an AQMA exists the local authority are required to produce an action plan that demonstrates that they are working towards compliance, although there are no statutory duties to undertake work to improve air quality outside of AQMAs. The results of this monitoring and any actions that have been undertaken to try and improve air quality are published in a yearly report, known as an Annual Status Report (ASR)¹.

Air pollution is associated with a number of adverse health impacts. It is recognised as a contributing factor in the onset of heart disease and cancer. Additionally, air pollution particularly affects the most vulnerable in society: children and older people, and those with heart and lung conditions. The annual mortality burden in the UK from exposure to outdoor air pollution is equivalent to around 40,000 early deaths². Children living in highly polluted areas are four times more likely to have reduced lung function in adulthood and Improving air quality for children has been shown to halt and reverse this effect².

Current position

In general, air quality in West Suffolk is at acceptable levels when compared to the Air Quality Objectives, however, there are a small number of AQMAs. Although West Suffolk councils do not have a statutory duty to take action to improve air quality outside of AQMAs, a number of West Suffolk wide initiatives have been undertaken, such as the promotion of electric vehicles.

There is increasing evidence that levels of pollution below the air quality objectives still have some health impact. Therefore, despite the acceptable levels in statutory terms recorded in West Suffolk, there would still be benefit from further lowering levels of pollution.

Suffolk local authorities have a well established and effective working group consisting of air quality officers from districts and boroughs together with

¹ www.westsuffolk.gov.uk/airquality

² Royal College of Physicians. Every breath we take: the lifelong impact of air pollution. Report of a working party. London: RCP, 2016

representatives from Suffolk County Council highways, sustainable transport and public health departments.

Additionally, there has been increasing public interest in combatting air quality issues which has prompted new guidance reports and policy development. The recent draft Clean Air Strategy details the Government's proposed actions to improve air quality. We responded to the consultation asking for more clarity on the calls for action on air quality and whether this should be led at a national level.

Summary: What is vehicle idling?

Vehicle Idling is the act of leaving a vehicle engine on whilst the vehicle is not moving. This can cause unnecessary additional air pollution. Considering an average idling speed of 800 rpm in a 2 litre, 4 cylinder engine, the average car will produce 800 litres or 0.8 cubic metres of exhaust fumes per minute of idling. These exhaust fumes will contain numerous potentially harmful pollutants such as nitrogen dioxide (NO₂), particulate matter (PM), carbon monoxide, sulphur dioxide and benzene.

Enforcement to issue Fixed Penalty Notices for vehicle idling offences using powers under the Road Traffic (Vehicle Emissions) (Fixed Penalty) (England) Regulations 2002 is open to all local authorities. In these regulations, a "stationary idling offence" means a contravention of, or failure to comply with so much of regulation 98 (stopping of engine when stationary) of the 1986 Road Vehicles (Construction and Use) Regulations as relates to the prevention of exhaust emissions.

Call to action for local authorities

Councils across the country are already playing an important role in tackling air pollution. These measures include encouraging the use of electric vehicles with recharging points, promoting cycling, investing in cleaner buses, managing air pollution monitoring networks, pioneering the concept of low-emission zones, planning for new places in ways that improve air quality, and engaging with businesses to increase awareness and reduce their environmental impact.

Alongside the above, NICE guidelines³ published in 2017 recommend bylaws and other action to support 'no vehicle idling' areas, particularly where vulnerable groups congregate (such as outside schools, hospitals and care homes) and in areas where exposure to road-traffic-related air pollution is high. There is consensus among local authorities that Councils should be able to switch their focus from monitoring air quality to also devising solutions to tackling poor air quality. However, this needs to be supported by government policy at a national level. Local impact of poor air quality varies from place to place, therefore each

³ National Institute for Health and Care Excellence. Air Pollution: outdoor air quality and health. June 2017

area will require their own unique mix of solutions, of which reducing engine idling could be one.

Vehicle Idling Technical Detail

Vehicle idling in its simplest form is the act of leaving a vehicle engine running whilst a vehicle is not moving. Many newer cars have stop-start technology that automatically switches an engine off when a car becomes stationary to prevent this, however, this technology can be switched off.

When considering idling, it is worth making the distinction between idling when parked at a destination, such as a car park or outside a school, and idling whilst stationary at traffic lights.

The length of time that a car may be idling at traffic lights or other obstructions in the active carriageway is not necessarily fixed and is not always in the control of the driver (i.e. the driver needs to restart their engine and move when the lights change to green or the car in front begins to move again). It is important to understand, therefore, how long a vehicle needs to be stationary and idling before the benefits of turning off the engine outweigh the potential negative impacts from restarting the car.

The RAC⁴ give the following advice;

"For vehicles without 'stop-start' it's fine to turn off your engine, but you should try to avoid doing this repeatedly in a short space of time. In addition, older vehicles (around eight years old) and vehicles with older batteries (around five years old) may struggle if they are started too often in a short space of time.

Switching off your engine in traffic should not adversely affect your fuel economy. However, fuel usage from starting does vary from model to model. Generally, older vehicles – 10 years or older – will use more fuel when starting and may require some accelerator use which will inevitably use some fuel."

As noted above, in some cases restarting the engine can use more fuel and cause more pollution than idling. Our research has shown that the use of fuel when starting a vehicle engine can vary depending on numerous factors. These factors include but are not necessarily limited to:

- Age of vehicle
- Condition of vehicle
- Type of fuel
- Size of engine
- Warmth of engine (and therefore time since starting the car previously)

⁴ <https://www.rac.co.uk/drive/advice/emissions/idling/> - accessed 17 July 2018

- Driving style

It is therefore difficult to give precise guidance on the time frame where turning off an engine is beneficial. This is reflected in the varying advice given by a number of different sources as follows

- RAC⁴ - recommends that motorists turn off their engines if they think they are not going to move for around two minutes.
- Metropolitan Borough of Dudley⁵ - Turning off an engine and restarting it after a minute or two (or longer) causes less pollution than keeping the engine idling and uses less fuel.
- The London Vehicle Idling Action Campaign⁶ - If you're going to be stationary for a minute or longer, it's better to switch your engine off and then back on again.
- South Lanarkshire Council⁷ - idling for more than 10 seconds uses more fuel than restarting your car.

The lack of a standard time threshold could cause difficulties in relation to vehicles stopping at a junction as there is not a standard stationary time and some junctions have varying phases depending on the time of day or during the week / weekend.

The Road Traffic (Vehicle Emissions) (Fixed Penalty) (England) Regulations 2002 refer to section 98 of The Road Vehicles (Construction and Use) Regulations 1986, which specifically excludes "when the vehicle is stationary owing to the necessities of traffic" as an offence. Therefore the powers available to officers would be different at destinations and traffic lights.

There is evidence that signage at traffic lights can cause an increase in the number of people turning their engines off. A study undertaken by the University of East Anglia (UEA), suggested that the number of people switching off engines when signs were placed at the junction increased from 9.6% to 17%⁸. However, the study has not proven a link to a decrease in pollution levels and the report does not include key data such as the waiting time for traffic. The length of time that vehicles are typically stationary would directly link to the improvements in air quality.

In conclusion, we recommend that, in general, when referring to vehicle idling we restrict this to vehicles idling at a destination whilst safely parked. We do not have a strong evidence base that a vehicle anti-idling campaign at junctions would be beneficial to air quality due to the unknowns regarding the length of

⁵ <http://www.dudley.gov.uk/business/environmental-health/pollution-control/air-quality/vehicle-air-pollution/>

⁶ The London Vehicle Idling Action Campaign, volunteer pack, 2018

⁷ https://www.southlanarkshire.gov.uk/press/article/1836/engine_idling_campaign

⁸ University of East Anglia, Press release, 14th March 2018 <https://www.uea.ac.uk/about/-/uea-researchers-work-with-local-councils-to-tackle-air-pollution-from-idling-engin-1>

time that vehicles need to be stationary to guarantee air quality benefits and the variable time that vehicles are held at red lights. There are also possible concerns were older engines may fail to restart if repeatedly switched off in busy traffic (as highlighted by the RAC), which could lead to unintended congestion or safety implications.

Whether to stop your engine or not whilst waiting in traffic should be at the discretion of the driver with their individual knowledge of their vehicle. However, we could promote the nationally funded eco-driving schemes to help educate individual drivers to make the most economical driving choices. This scheme is currently run periodically for West Suffolk employees.

If there are known locations (junctions or level crossings) with sensitive receptors where vehicles are regularly held for greater than 2 minutes, these could be specifically investigated for anti-idling campaigns, but it would have to be made clear that these are an exception to the normal rule.

Options

From reviewing the evidence base, we understand there are three main options for tackling vehicle idling:

Option A: Undertake targeted campaign to effect behavioural change.

Option B: Adopt delegated powers to use Fixed Penalty Notices (under the Traffic Regulations 2002)

Option C: Road signage around sensitive areas

We have not considered 'no idling areas' in further detail as campaigns or signage would replicate the nature of the no idling area without the need for a formal designation or consultation. It is also considered that formal no idling areas would provide a mixed message, in that it would suggest that vehicle idling was acceptable outside of these areas.

Evidence base - Other Local Authority Work

The local and national initiatives set out in Appendix 3 show there are varied approaches to combating vehicle idling, right the way through from educational campaigns to Traffic Management Orders that can be enforced by traffic officers. Although this analysis is not extensive, it represents a cross section of anti-idling activities undertaken by local authorities across the UK. Initiatives have been analysed accordingly to the type of regulatory measures used (if any) and ranges from enforceable idling zones to preventative measures such as educational campaigns.

In general, it can be assumed that air quality is worse in more urban areas and we have highlighted in the below table the general geographical make up of the Local Authority. We also specifically looked at local authorities identified as

being similar to FHDC or SEBC by CIPFA⁹ (Nearest Neighbours) and have highlighted these in the below table where actions are noted, however, it is worth noting that only 5 of our 30 nearest neighbours are involved in any action against vehicle idling.

Themes and suggestions based on other Local Authority work:

Officers have noted the following from this research:

- The existence or absence of any anti-idling activity seems to reflect the air quality in that area, and therefore the level of air quality management required. Most areas with significant activity are urban in nature, or have significant urban centres, with known significant air quality issues. Rural authorities and 'nearest neighbours' tend to be less active in this area.
- Multiple authorities or public bodies are involved where there are significant engagement campaigns (Idling action London, Sussex, Surrey, Staffordshire), although lower key, website based, campaigns tend to be run by single authorities.
- No authorities have adopted the 'no idling zones' in line with the recommendations of the NICE guidelines¹⁰. Action is either taken district/borough wide or campaigns target particular areas, but without formal 'zones' being designated. Signage at junctions or
- Where formal enforcement is used, this is used infrequently and as a last resort, with education being an effective method of behavioural change in most cases.
- This is a dynamic area of research and political focus so we imagine there are other authorities currently discussing their approach

Options appraisal

As reflected in appendix C, the three options have been reviewed with regards to strategic fit, cost, and simplicity in terms of implementation, impact and public perception.

Option A: Undertake targeted campaign

It is clear that lots of local authorities run anti idling campaigns. There have been a number of different studies focusing on the impact of campaigns around schools. These show positive effects of educating parents and children to the action they can take, whilst significant reductions in particulate matter were seen in schools with a large number of buses. Defra have identified best practice examples in Surrey and Sussex, with another high profile campaign being that of the Idling Action London. These three high quality examples are all

⁹ <https://data.gov.uk/dataset/c5d825ad-44b9-443c-a435-39c31e98edc7/cipfa-nearest-neighbours>

¹⁰ National Institute for Health and Care Excellence. Air Pollution: outdoor air quality and health. June 2017

partnerships, working across a number of local authorities. In the case of Sussex the campaign is also supported by colleagues in Public Health (based in the upper tier of local authority), Sustrans and Living Streets.

Involvement of Suffolk County Council Public Health would be key to delivering a successful health related message and Suffolk County Council sustainable transport teams already have links with schools and assist in travel planning and other transport related activities.

Evidence shows that targeted and well organised campaigns with community champions involving on street engagement can be very successful. As previously noted, Idling Action London report an 80% success rate when engaging with members of the public that are idling and many pledge to give up the idling habit for good.

There is evidence that a well structured and resourced campaign can return significant local outcomes, which may spread to other localities as residents move around West Suffolk. A campaign engaging with schools and other communities is recommended as a suitable way forward. However, where this is successfully delivered elsewhere, this is through a partnership of local authorities, including the upper tier authority where relevant.

Option B: Adopt delegated powers to use Fixed Penalty Notices

We have found only limited local authorities where the use of FPN is commonplace. This is intended to be used in Norwich City, where it is only going to be used in targeted areas specifically used by commercial vehicles (buses and taxis) and is just commencing in Tower Hamlets, where the whole Borough is an AQMA. Evidence from Idling Action London demonstrates that the "over 80% of drivers switch off when asked by our volunteers, and many pledge to give up the idling habit for good¹¹". This is further evidenced by Glasgow Council.

The value of the Fixed Penalty Notice is £20 (rising to £40 if not paid within 28 days). This is relatively small fine and, given that over 80% of drivers are likely to turn off the vehicle engines when requested (which is necessary as part of the FPN process), it is unlikely to be issued on a regular basis.

To issue FPN would require training staff whose job is not normally issuing notices and taking these staff away from their normal activities. Alternatively, it would be necessary to take traffic officers away from their normal duties. Finally, we could employ new staff specifically for this role. All of these options would have financial and/or operational implications, which are unlikely to be recouped from the FPN income.

¹¹ <https://idlingaction.london/>

Both Westminster and Southwark have introduced local Traffic Management Orders (TMO), which allow for a £80 penalty charge notice. These are generally issued by officers dealing with parking issues. Enquiries to Westminster confirmed that they have found enforcement using the TMO completely unworkable in reality due to the information that needs to be gathered to demonstrate that an offence has been committed. Their approach is very much based on education and prevention. Southwark confirmed that they have issued 4 PCNs in the first 6 months of activity, but this is backed up by significant promotional and educational activities.

If powers were authorised for use, this would be largely redundant as the majority of drivers will react positively to an educational message.

Where enforcement is used by other authorities, this is always backed up by a well structured and wide reaching campaign. If enforcement powers were adopted, a campaign would have to be developed prior to any powers being used.

Our research has also confirmed that where the potential for using fixed penalty notices has been advertised or highlighted in the press, the public response has shown negativity.

Option C: Road Signage at sensitive locations

Road signage is used, or is suggested for use in limited locations, and may be adopted by Norwich City Council following the trial with UEA as noted above. However, the trial has not proven a link to improvements in air quality and has shown only a small reduction in the number of people switching engines off.

We have also noted in Annual Status Reports of other local authorities involved in wider campaigns the potential for placing signs at specific junctions or railway crossings, however, these are at locations with known air quality problems and where the wait time is known to be significant (i.e. greater than 2 minutes).

As stated in the technical detail above, signage to tackle idling in traffic is out of scope for this report. However, the evidence base is limited around the impact of signage to tackle vehicle idling so we have based this on research around signage at busy junctions where drivers are can be stationary in traffic for long periods of time.

Any signage on the highway would have to be linked to a wider campaign and would have to be sanctioned by the highway authority (Suffolk County Council).

2. Recommended Option

The options appraisal (Appendix 2) reflects our expectation, based on the evidence, that option A would have the most positive impact if we were to undertake this with the Suffolk partnership of Local Air Quality Management (LQAM) officers. It is therefore recommended that officers continue to explore

opportunities for public vehicle anti-idling campaigns, working closely with our partners from the Suffolk Air Quality Partnership.

Members of the partnership are currently testing the idea within their authorities and will be reporting back by late October. An update can be provided by officers at the committee meeting.

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Options for Future Action to Combat Vehicle Idling							
Issue		Implications for West Suffolk			Implications for Suffolk Partnership		
	Option	A	B	C	A	B	C
1	1. <i>Strategic fit:</i> wider air quality work/Vision	<p>Small positive impact: Air quality in West Suffolk is at acceptable levels however there are a small number of AQMAs. Provides opportunity to improve air quality in areas outside of AQMAs</p>	<p>Little or no impact: Councils who have implemented these specific powers use them infrequently or not at all, therefore having limited impact on improving air quality. Rather, drivers co-operate when asked to switch off their engines</p>	<p>Medium positive impact: Greater opportunity to increase awareness of air quality issues across West Suffolk</p>	<p>Large positive benefit: Issue of air quality more acute in urban areas e.g. Ipswich, where AQMAs incorporate larger populations</p>	<p>Little or no impact: Councils who have implemented these specific powers use them infrequently or not at all, therefore having limited impact on improving air quality. Rather, drivers co-operate when asked to switch off their engines</p>	<p>Medium positive impact: Greater opportunity to discourage idling in urban areas where air quality is poor and raise awareness across the whole of Suffolk</p>
2	2. <i>Strategic fit:</i> Public health benefits	<p>Small positive impact follows NICE guidelines to help improve air quality in sensitive areas</p>	<p>Little or no impact: Councils with these specific powers either do not use them or use of them is limited, therefore having limited impact on air quality</p>	<p>Little or no impact: No strong evidence base that signage would be beneficial to air quality due to the unknowns regarding the length of time that vehicles need to be stationary to guarantee air quality benefits and the variable time that vehicles are held at red lights.</p>	<p>Small positive impact follows NICE guidelines to help improve air quality in sensitive areas</p>	<p>Little or no impact: Councils with these specific powers either do not use them or use of them is limited, therefore having limited impact on air quality</p>	<p>Little or no impact: No strong evidence base that signage would be beneficial to air quality due to the unknowns regarding the length of time that vehicles need to be stationary to guarantee air quality benefits and the variable time that vehicles are held at red lights.</p>
3	3. <i>Strategic fit :</i> working with partners	<p>Little or no impact: Localised West Suffolk powers would not affect other partners, unless framed as pilot schemes which could prove the benefits to Suffolk partners</p>	<p>Little or no impact: Localised West Suffolk powers would not affect other partners, unless framed as pilot scheme which could prove the benefits to Suffolk partners</p>	<p>Little or no impact: Unless framed as pilot scheme which could prove the benefits to Suffolk partners</p>	<p>Large positive benefit: Working with partners to promote Suffolk as a green county and involve other key teams such as highways and school transport</p>	<p>Small positive impact: Consistent approach across the County will avoid confusion among drivers. Officers predict a Suffolk-wide approach would have a greater impact</p>	<p>Medium positive benefit: Uniform approach across the whole county to promote Suffolk as a green county.</p>

Options for Future Action to Combat Vehicle Idling

Issue		Implications for West Suffolk			Implications for Suffolk Partnership		
	Option	A	B	C	A	B	C
4	4. Cost effective	Medium negative impact: Development and distribution of materials and potential recruitment of a campaign officer would be borne by West Suffolk only	Medium negative impact: Would need to recruit place based officers to enforce fines or give powers to current officers (officers in Environmental Health or parking enforcement officers), which would have an impact on daily duties	Small negative impact: Negligible costs for road signs across West Suffolk	Small negative impact: Would require some funding used to develop literature and potential to fund a post for an officer to undertake school visits and run anti-idling days would be more cost effective as it would be spread between a number of authorities	Medium negative impact: Would need to recruit place based officers to enforce fines or give powers to current officers (officers in Environmental Health or parking enforcement officers), which would have an impact on daily duties	Small negative impact: Negligible costs for road signs across Suffolk, which can be shared between partners
5	5. Resource implications (e.g. new staff required?)	Medium negative impact: Existing staff could take on this role however they currently lack capacity to visit all schools in the area and have fewer existing links with schools	Medium negative impact: Recruitment and training of officers to enforce fines. Possibility to give current staff powers but this requires training and takes staff away from their normal activities	Little or no impact: Signs erected and maintained by Suffolk County Council's Highways team	Strong positive impact: Can use existing resource and links from Public Health and Sustainable Transport teams who have existing strong links with schools and health settings	Medium negative impact: Recruitment and training of officers to enforce fines. Possibility to give current staff powers but this requires training and takes staff away from their normal activities	Little or no impact: Small costs for Suffolk County Council officers to erect signage as part of day to day roles
6	6. Immediate cost to the public purse	Medium negative impact: Developing materials to use in schools. Cost would be borne by West Suffolk only	Medium negative impact: Cost of recruiting officers to enforce fines and implementing policy e.g. moving the adoption of powers through the democratic process	Little or no impact: Signs erected and maintained by Suffolk County Council's Highways team	Small negative impact: Developing materials to use in schools. Cost would be spread between a number of local authorities	Medium negative impact: Cost of recruiting officers to enforce fines and implementing policy e.g. moving the adoption of powers through the democratic process	Small positive impact: Costs to Suffolk County Council to erect signage
7	7. Simple to implement	Small negative impact: Currently fewer links with schools and lack resource to implement to the same scale as a Suffolk-wide approach	Medium negative impact: Unworkable due to the information that needs to be gathered to demonstrate that an offence has been committed. Would also require training of staff.	Little or no impact: Signs erected and maintained by Suffolk County Council's Highways team	Small positive impact: Upper tier authorities could use existing resource and links from Public Health and sustainable transport teams	Medium negative impact: Unworkable due to the information that needs to be gathered to demonstrate that an offence has been committed. Would also require training of staff.	Medium positive impact: Signage erected by Suffolk County Council's Highways Team

Options for Future Action to Combat Vehicle Idling

Issue		Implications for West Suffolk			Implications for Suffolk Partnership		
	Option	A	B	C	A	B	C
8	8. Impact (likelihood of causing behaviour change)	Medium positive benefit: Research points to positive effects of educating children and parents to the action they can take, with an 80% switch off rate recorded by Idling Action London	Medium negative impact: Unlikely to prevent idling in areas where enforcement officers are not present	Small positive benefit: Study from the University of East Anglia found that signage at traffic lights meant a slight increase in people switching their engines off	Large positive benefit: Defra best practice points to strong effectiveness of campaigns done through partnership working e.g. Surrey and Sussex	Medium negative impact: Unlikely to prevent idling in areas where enforcement officers are not present	Small positive benefit: Study from the University of East Anglia found that signage at traffic lights meant a slight increase in people switching their engines off
9	9. Legal implications	No impact	Small negative impact: Would involve changes to the constitution and movement through the democratic process. There is no appeals process for issued FPNs but matters will be decided by a court if someone is not prepared to admit guilt, which would be costly and time consuming	Small negative impact: Would need to seek approval from Suffolk County Council for new signage	No impact	Small negative impact: Would involve changes to constitution(s) and movement through the democratic process. There is no appeals process for issued FPNs but matters will be decided by a court if someone is not prepared to admit guilt, which would be costly and time consuming	No impact
10	10. Widely supported	Large positive benefit: Studies and other campaigns (e.g. Idling Action London) point to campaigns in schools being well received by children and parents.	Medium negative impact: Fines negatively perceived by the public	Little or no impact: Mixed views from the public, however this depends on the messaging e.g. more likely to support "Turn off your engine and improve the air quality around you" rather than "No idling"	Large positive benefit: Studies and other campaigns (e.g. Idling Action London) point to campaigns in schools being well received by children and parents.	Medium negative impact: Fines negatively perceived by the public	Little or no impact: Mixed views from the public, however this depends on the messaging e.g. more likely to support "Turn off your engine and improve the air quality around you" rather than "No idling"

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Local Authority (or organisation)	Local Authority area demographic	Designate specific 'No idling zones'	Use Fixed Penalty Notice powers	Promotional material or campaigns	Timing
All other Suffolk Local Authorities	Varied (urban and semi urban)	No	No	No	
Braintree District Council	Nearest Neighbour	No	Although powers to use fixed penalty notices were adopted some ten years ago, they have never been used	No evidence on website	Approximately 2008
Cambridge City Council	Urban	No	Considering as part of their city wide AQMA 2018 Action Plan, but no firm commitment	Briefly mentioned as part of the 2018 action plan, but no specific information or evidence on their website.	
Croydon Borough Council (part of Idling Action London)	Urban	No	First London Borough to use the powers in 2005 Continued to carry out awareness-raising and enforcement patrols for vehicles idling unnecessarily targeting sensitive area like schools and bus stands	Idling vehicle signs outside of 20 borough schools. Clean air 4 Croydon Schools project ¹ . Target 5 schools each year. Train Travel Plan champions at schools to promote sustainable travel and carryout idling vehicle checks	Use of enforcement powers since 2005
Dudley Metropolitan Borough Council	Urban	No	Website suggests that powers may be used, however, DMBC have confirmed that the	Lots of information on website and posters produced for schools	

¹ <http://lovecleanair.org/what-can-i-do/projects/clean-air-4-croydon-schools/#.W8na4MGWxFs>

Local Authority (or organisation)	Local Authority area demographic	Designate specific 'No idling zones'	Use Fixed Penalty Notice powers	Promotional material or campaigns	Timing
			powers have not been used and they rely on letters to the registered owners when a complaint is received.	available on their website ² .	
Glasgow	Urban	No	Yes, however, in the majority of cases, drivers co-operate when requested to switch off their engine and advice is given. Few Penalty Notices are issued.	There has been an annual publicity campaign by the Scottish Government to raise awareness with the general public on these issues and to ensure that the schemes are understood and accepted by motorists.	
Idling Action London ³ – comprises of 18 London LA	Urban	N/A	N/A	Wide ranging campaign engaging volunteers and running anti-idling days. Many events targeted at schools or hospitals. Lots of website based information. Funded by the London Mayors air quality fund.	Commenced in 2016
Leicester City Council	Urban	No	No	None	

² <http://www.dudley.gov.uk/business/environmental-health/pollution-control/air-quality/vehicle-air-pollution/>

³ <https://www.london.gov.uk/press-releases/mayoral/mayor-launches-no-idling-tower-bridge-scheme>

Local Authority (or organisation)	Local Authority area demographic	Designate specific 'No idling zones'	Use Fixed Penalty Notice powers	Promotional material or campaigns	Timing
London Borough of Southwark (also part of Idling Action London)	Urban	Traffic Management Order (TMO) applicable in designated on street parking bays across borough	Penalty Charge Notices used since January 2018 under a TMO. Issued on 4 occasions by 15 th August 2018	See Idling Action London	January 2018
London Borough of Tower Hamlets	Urban	Borough wide enforcement	Publicised that they will now use Fixed Penalty Notices as publicised July 2018 ⁴ .	See Idling Action London	July 2018
Norwich City Council	Urban	Focussing on areas of particular concern in the city centre where buses, taxis and commercial vehicles are idling for extended periods of time ⁵ .	Intend to start using in September	None available on website	Commencing September 2018
South Kesteven	Nearest Neighbour	No	No	Website Campaign, including public calls to action	

⁴ <https://www.airqualitynews.com/2018/08/10/tower-hamlets-to-enforce-anti-idling-fines/>

⁵ Report to Norwich Highways Agency Committee, Air Quality –Fixed Penalty, Stopping of Engines, 22 March 2018

Local Authority (or organisation)	Local Authority area demographic	Designate specific 'No idling zones'	Use Fixed Penalty Notice powers	Promotional material or campaigns	Timing
South Lanarkshire	Rural with some Urban areas	No	Yes	Local website campaign set up.	
Staffordshire (including Stafford and Lichfield)	Nearest Neighbour	No	No	Campaign to highlight the benefits of clean air, tackling anti-idling in vehicles and encouraging people to consider greener and active modes of travel are amongst the ideas being put forward (awarded £200,000 funding from Defra)	
Surrey Air Alliance	Varied (urban and semi-urban)	No	No	Will deliver a programme to primary and secondary schools across Surrey to raise awareness about the impacts of air quality, encourage behaviour change and reduce idling outside schools	Campaign beginning imminently
Sussex Air Quality Partnership	Varied (urban and semi-urban)	No	Not envisaged	Anti-idling campaign targeted at schools in and around Air Quality Management Areas. Received £100,000 fund from Defra.	Campaign beginning in September
Westminster	Urban	City Wide experimental traffic management	Powers under the TMO. Informed us that, these powers are completely unworkable	Approach is very much based on education and prevention. Significant information on website	Commenced 2017

Local Authority (or organisation)	Local Authority area demographic	Designate specific 'No idling zones'	Use Fixed Penalty Notice powers	Promotional material or campaigns	Timing
		order (TMO) to enforce no idling.	in reality due to the information that needs to be gathered to demonstrate that an offence has been committed.	and other engagement activities.	
Worcestershire (including Worcester)	Nearest Neighbour	No – although acknowledges vehicle idling directly contributes to one particular AQMA no action has yet been taken.	No	Eco-driving guidance on the Worcester City Council website	

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Overview and Scrutiny Committee



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Annual Report by the Cabinet Member for Leisure and Culture	
Report No:	OAS/SE/19/002	
Report to and date:	Overview and Scrutiny Committee	9 January 2019
Portfolio Holder:	Councillor Joanna Rayner Cabinet Member for Leisure and Culture Tel: 07872 456836 Email: joanna.rayner@stedsbc.gov.uk	
Lead officers:	<p>Mark Walsh Assistant Director (Operations) Tel: 01284 757300 Email: mark.walsh@westsuffolk.gov.uk</p> <p>Damien Parker Service Manager (Operations Leisure and Culture) Tel: 01284 757090 Email: damien.parker@westsuffolk.gov.uk</p> <p>Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: Christine.brain@westsuffolk.gov.uk</p>	
Purpose of report:	<p>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.</p> <p>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.</p>	

Recommendation:	<p>Members of the Committee are asked to question the Cabinet Member for Leisure and Culture on her portfolio responsibilities, and having considered the information, the Committee may wish to:</p> <p>1) Make recommendations to the Cabinet Member for Leisure and Culture for her consideration; OR</p> <p>2) Request further information and / or receive a future update; OR</p> <p>3) Take any other appropriate action as necessary.</p>		
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input type="checkbox"/></p> <p>No, it is not a Key Decision - <input checked="" type="checkbox"/></p>		
Consultation:	<ul style="list-style-type: none"> N/A 		
Alternative option(s):	<ul style="list-style-type: none"> N/A 		
Implications:			
<i>Are there any financial implications? If yes, please give details</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	•
<i>Are there any staffing implications? If yes, please give details</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	•
<i>Are there any ICT implications? If yes, please give details</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	•
<i>Are there any legal and/or policy implications? If yes, please give details</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	•
<i>Are there any equality implications? If yes, please give details</i>	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>	•
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*
None			
Wards affected:	All		
Background papers:	None		
Documents attached:	<p>Appendix 1 – Apex economic impact study.</p> <p>Appendix 2 – Abbeycroft Leisure Impact report 2017/18</p>		

Key issues and reasons for recommendation(s)

1. Background

- 1.1 As part of its "Challenge" role, the Overview and Scrutiny Committee is asked to consider the roles and responsibilities of Cabinet Members. 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 her portfolio and to answer questions from the Committee.
- 1.2 Last year, on 10 January 2018, Councillor Joanna Rayner, Cabinet Member for Leisure and Culture attended this committee and presented a report which summarised the areas of responsibility covered under her portfolio.

2. Scrutiny Focus

- 2.1 At this meeting, the Cabinet Member for Leisure and Culture, Councillor Joanna Rayner has been invited to the meeting and asked to prepare a report which answers the following specific question(s) identified by committee members as being relevant to the leisure and culture portfolio:
 - 1. Parks and open spaces:** (West Stow Country Park) - Please can you provide the following data covering the last five years on attendance figures; income receipts; profit and loss and future projections.
 - 2. Parks and open spaces:** Request an update on plans for now, and in the future for West Stow Anglo Saxon Village.
 - 3. Heritage and culture:** What is the progress of engaging with and supporting the rural areas as destination venues?
 - 4. Heritage and culture:** With £150,000 being given to "Bury and Beyond", how has this directly benefited and positively impacted businesses; residents and communities across the Borough (split by rural and non- rural areas).
 - 5. Sports:** How does the council ensure that money given to Abbeycroft is spend 100% on St Edmundsbury owned sites when Abbeycroft run other sites outside of the area?
 - 6. Sport:** What efforts are made by the council to ensure all health and fitness related outlets, whether privately owned or not, are included and kept informed of projects to enhance the health and wellbeing of our residents across West Suffolk?
 - 7. Sports:** What efforts have been made during the refurbishment of the Haverhill Leisure Centre to ensure that experienced end users are involved in designing the new facilities such as the Parkour?
 - 8. Heritage and culture:** (The Apex) - Please can you provide the following data covering the last five years on attendance figures; income receipts; profit and loss and future projections.

9. Heritage and culture: (The Apex) - What efforts are being made to ensure that all taxpayers, who contribute to The APEX and Theatre Royal in Bury St Edmunds are able to access those services in the evenings when there is no public transport services particularly from south of Bury St Edmunds?

Section 4 of this report also includes an update on The Apex.

3. Response to Key Questions Set out in the Scrutiny Focus (Section 2 above)

3.1 Parks and open spaces:

(West Stow Country Park) - Please can you provide the following data covering the last five years on attendance figures; income receipts; profit and loss and future projections

West Stow Country Park is one of five public parks across West Suffolk to have been awarded the Green Flag accreditation in 2018. Like East Town Park in Haverhill and Nowton Park on the outskirts of Bury St Edmunds footfall at West Stow Country Park is measured via a vehicle counters in the car-park.

Below are the five year visitor numbers to West Stow Country Park:

Financial Year	Number
2013/2014	122,837
2014/2015	128,511
2015/2016	145,490
2016/2017	164,633
2017/2018	150,926

NB. The above numbers are calculated by halving the number of vehicle movements through the gate and multiplying that number by 2 + Coaches parties. Anglers to the site park in a separate car-parking area and their numbers are excluded.

Footfall to the West Stow Anglo Saxon Village and Museum, which the Borough Council manage on behalf of the West Stow Saxon Trust is listed below:

	2017-18	2016-17	2015-16	2014-15	2013-14
Group visits	16,512	17,431	14,864	12,819	8,606
General Admissions	22,619	26,063	22,497	17,202	18,660
Total visitors to Village (Pay Zone)	39,131	43,494	37,361	30,021	27,266

West Stow Country Park Features:

- Anglo-Saxon Village and Museum (within a chargeable pay-zone)
- Café

- St Edmundsbury BC – Collections Building
- Children’s play area
- Beowulf and Grendel Sculpture Trail
- Car-park (pay and display)
- Two fishing lakes
- 125 acres of Heath and woodland- some of which is SSSI
- Section of the River Lark
- Various Public Rights of way including part of the St Edmunds Way
- bird hides
- An old Victorian sewage pump house

The Budget for the past 5 years

Expenditure/ Income	Financial Year				
	2017/2018	2016/2017	2015/2016	2014/2015	2013/2014
Staffing	217,180.28	199,088.11	185,588.41	178,732.84	248,315.61
Building related costs	108,223.90	109,041.95	98,846.72	83,813.15	93,139.14
Maintenance of grounds	46,145.16	31,797.06	36,836.01	32,974.38	53,048.89
Business Rates	5,011.65	4,274.20	4,239.80	4,145.20	4,050.60
Insurance	6,876.03	8,064.68	6,609.74	10,664.66	16,450.00
Support Services	82,526.99	65,397.03	67,311.28	60,687.00	56,694.33
Income from Car-park	-32,868.99	-32,476.17	-31,119.64	-27,873.96	-28,013.62
Income from Lakes	-11,589.00	-11,611.95	-11,602.35	-11,826.85	-10,052.05
Income from Pay zone	-151,103.61	-149,704.90	-133,588.23	-100,350.11	-88,159.16
Other income	-67,166.88	-36,556.59	-34,489.06	-26,744.41	-67,484.24
Total	203,235.53	187,313.42	188,632.68	204,221.90	277,989.50

NB.

Staffing costs mentioned above relate to:

- The employment of ten members of staff (five of whom are part-time).
- The costs associated with employing a collections Officer, who deals in the care and maintenance of the Borough’s collection across the Borough.
- The employment of a Heritage Manager, who again works at both Museums and on other Heritage and tourism projects.

Building costs include:

- The Borough’s collection/archive building which sits within the site. This explains why these costs are comparatively high for this particular park.

As we have done for The Apex, a forward plan is currently being prepared for West Stow Country Park. Key issues which will be included in that plan are:

- Marketing and Promotion
- Clarifying and reviewing the Trust arrangements

- Maintenance and repair of the reconstructed buildings
- Events and activities (both within the pay zone and wider Country park e.g. Cyclo-cross)
- Links with other Anglo Saxon sites
- Country Park management
- Pathway links and promotion
- Utilising the former sewage pump house as a means to generate revenue income.
- Licences and leases – (including: angling lakes, catering)

3.2 **Parks and open spaces:** Request an update on plans for now, and in the future for West Stow Anglo Saxon Village.

The West Stow Anglo Saxon Village is subject to a long-term lease to the West Stow Saxon Village Trust. The Trust is managed by eight Trustees four of whom are Borough Councillors and the other four are non-elected members with a keen interest and background in Archaeology/heritage.

Trustees meet three or four times a year with officers of the Council and a representative from the Friends of West Stow. The main focus of these meetings in recent years has been to review the council's maintenance and management of the site and that of the Friends of West Stow.

The Friends of West Stow total around 150 people. The Friends help the trust and the Council in a number of ways including:

- Undertaking certain repairs and maintenance around the site
- Undertake costumed re-enactments on site
- Promotion of the site.

The Borough Council has been successful, in recent years, in attracting third party grants from both the Arts Council and Heritage lottery. These schemes have included installation of a new shelter to help enable accommodate the growing pupil visits, improvements to the design and layout of the museum displays to make them more engaging and flexible so that displays can be changed more easily to keep them relevant.

Within the wider country park, we have installed a sculpture trail (Beowulf and Grendel Trail). Beowulf is the longest and greatest surviving Anglo-Saxon poem. The setting of the epic is the sixth century in what is now known as Denmark and south-western Sweden. The sculptures depict characters from that poem.

The Council have also made use of an element of the park, which was previously used as a land fill site, to set out a cyclocross track. The first cyclocross event was hosted at West Stow on 3 November it attracted around 300 participants plus a similar number of spectators. The success of this event triggered a meeting with the regional representative with British Cycling (the national governing body for cycle sport in Great

Britain) who are interested in using the venue to champion other off road cycling events.

The Council has recently renegotiated the lease on the café to guarantee a financial return. It has also reviewed the leases on the fishing lake.

The Council are also part of a multimillion-pound HLF bid for investment in the Brecks (HLF bid called 'Rivers and Fen Edge').

West Stow Country Park will host the launch of the 12th Suffolk Walking Festival on 11 May 2019.

Trust Consultant Archaeologist Faye Minter has been working closely with UCL to promote West Stow as a venue for Undergraduate experimental archaeology courses later in 2019. This would include a week long experimental project programme for around 60 students with demonstrations by professionals in a series of ancient technology and archaeological techniques. Schools and visitors will be able to interact. This is part of the future plans to extended the sites award winning education offer (winners of the Suffolk Museums learning and Access 2017) on site to a new age range which currently focuses on key stages 1 and 2.

There are also plans to replace the current buildings oil-burning boiler with a new ground source heat pump, so reducing the sites energy bills.

3.3 **Heritage and culture:** What is the progress of engaging with and supporting the rural areas as destination venues?

West Suffolk is currently in a strong position in terms of promoting our towns as visitor destinations as we capitalise on the variety of key assets that each area has. These visitor infrastructure assets include both accommodation and attraction providers.

In recent years we have encouraged cross promotion among our destinations, attractions and accommodation providers to ensure that visitors to the area have the opportunity to explore beyond the "hubs" of the areas main towns and into the more rural areas of our Borough. This practice is also replicated on a higher level across the county and neighbouring areas in collaboration with other organisations such as Visit Cambridge and Beyond, All About Ipswich and The Suffolk Coast.

By encouraging visitors to explore beyond Bury St Edmunds, for example, the stay duration can increase, the rural destinations can expect an increase in visitors and the overall trip spend per visit can increase.

We continue to encourage businesses in our rural areas to engage with the Destination Management Organisations that exist in order to establish a beneficial way of working. This process will include engaging with local

businesses and tourism specific providers to understand their current issues and views.

A recent example is Visit Clare which works with both Bury St Edmunds and Beyond and Visit Suffolk to amplify the message of Clare's offer as a destination.

As well as promoting rural places to stay the Bury and Beyond and What's on West Suffolk web sites promote various initiatives in the rural areas throughout the year. One such initiative is the annual Heritage Open Day events. In 2018 the Heritage Open Day event promoted rural venues including: Lackford Lakes, Rede Hall Farm Park, Great War Huts (Hawstead)

The Borough has also for many years supported the annual Suffolk Walking Festival, which has promoted visits into the rural areas of the Borough. West Stow Country Park will be hosting the launch of the 2019 Suffolk Walking Festival.

3.4 **Heritage and culture:** With £150,000 being given to "Bury and Beyond", how has this directly benefited and positively impacted businesses; residents and communities across the Borough (split by rural and non-rural areas).

Bury St Edmunds and Beyond Destination Management Organisation (DMO) was established in April 2017 and launched in September 2017 with the remit of increasing staying visitors to the area and in turn increasing the value of tourism to the local economy.

Over the last 18 months the DMO has actively engaged with local businesses and those tourism focussed businesses in the rural areas. A business receives a wide range of benefits for the subscription payment such as national PR and increased visibility, in addition to the benefits of collaboration and cross promotion as mentioned above. Although there is no initial direct benefit to residents and communities the DMO is tasked with attracting visitors from 3-4 hours away to encourage overnight stays and increased spend. This in turn benefits residents, businesses and communities by increasing the footfall to the town and the surrounding area, and by providing a cohesive and quality brand. The DMO works with both rural and non-rural businesses in the same manner, by helping to amplify their offer and ensuring that they are a part of the quality offer of Bury St Edmunds and Beyond.

3.5 **Sports:** How does the council ensure that money given to Abbeycroft is spent 100% on St Edmundsbury owned sites when Abbeycroft run other sites outside of the area?

St Edmundsbury Borough Council has an agreement with Abbeycroft Leisure which covers the key areas of business, which it pay's Abbeycroft Leisure to deliver. These key areas of business include:

- Leisure Centre facility management
- Sports Development
- Managing/Facilitating mass participation events
- Provide Strategic Advice

A management fee review is conducted annually that monitors progress against the management fee reduction plan and the original investment plan with Abbeycroft Leisure providing financial information to support this process. The sums paid to Abbeycroft Leisure are set a year in advance and are now reducing on a year on year's basis

Representatives from the Council and Abbeycroft Leisure meet on a quarterly basis to review performance. In advance of those meetings Abbeycroft Leisure furnish the Council with quarterly updates regarding activities associated with the work they do for the Council, including financial performance.

In addition to quarterly reports and monitoring Abbeycroft Leisure also provide the council with its annual report and accounts as required by the, Charity Commission and Companies House, which covers all of its activities and identifies funding provided by St Edmundsbury Borough Council.

As Portfolio Holder, I meet at regular intervals, with the CEO of Abbeycroft Leisure along with one of the Council's Corporate Directors to review performance and to discuss any issues of concern.

For further details relating to the work undertaken by Abbeycroft Leisure, please refer to **Appendix 2** Abbeycroft Leisure Impact report 2017/18.

3.6 **Sports:** What efforts are made by the council to ensure all health and fitness related outlets, whether privately owned or not, are included and kept informed of projects to enhance the health and wellbeing of our residents across West Suffolk?

There are a number of bodies that are responsible for promoting the health and wellbeing of our residents. The Council adopted its "Promoting Physical Activity" Framework in 2017 that sets out the outcomes it is seeking and works in partnership to deliver on this. Public Health take a lead on a number of initiatives such as Workplace Wellbeing and commissions the healthy lifestyle partnership One Life. The Council is also a partner in the Most Active County and works with Suffolk Sport to promote initiatives such as Fit Villages and activities for disabled people that are delivered through a range of partners.

In addition, the Council commissions its strategic leisure partner Abbeycroft to undertake sports development activities including:

- Co-ordinate/Facilitate a mass participation events programme linked to sport and physical activity. (example hosting legs of national cycle tours)

- Provide advice or direct local organisations to such advice in relation to advice on sport and physical activity.
- Organise a sports awards event that celebrates local sporting achievement. (2018 event held at Tattersalls, Newmarket)

The Council, via its Families and Communities team, works with local sports and health assets in the towns and villages across the area. Be that to attract additional funding or to promote the offer within the community. In addition they look at how these different organisations can work collaboratively and make those connections where possible.

The Council have supported the setting-up of walk/run routes, park runs and also the Keep Active programme that Abbeycroft facilitate at present.

West Stow Country Park is hosting the launch of this year's walking festival.

We have also supported groups to bring in funding to enhance the local offer, from small projects such as the set-up of new walking group to larger projects like the Bardwell Cricket Pavilion. We work with organisations such as One Life Suffolk, ActivLives and DanceEast.

Our social prescribing project, Haverhill LifeLink, provides individuals with the opportunity to connect with sports and physical activity opportunities in the town. The project has a focus around supporting individuals who are socially isolated, lonely and/or managing long term health conditions. LifeLink use coaching techniques to coproduce an action plan, giving the participant the ownership of their own health and wellbeing journey. Knowing that if individuals have enough information and support to make informed decisions they are likely to commit to change, therefore seeing improvement in their health and also wellbeing. Haverhill LifeLink is a project that joins the dots across the local groups and organisations within the town and is able to introduce local residents to different activities, support and groups. This benefits both the participants, the local health services (GPs, NSFT, and Social Care) and also the voluntary and community sector. Within Haverhill there are roughly 170 different groups and activities and LifeLink has worked with 65 of these so far. Some examples of different activities that participants get involved in include walking football, country dancing and the local operatic society.

The Council have now secured funding to develop a project with local partners and the community in Brandon and Mildenhall, as well as an increase in our offer in Haverhill. This funding is for the next 3 years.

3.7 **Sports:** What efforts have been made during the refurbishment of the Haverhill Leisure Centre to ensure that experienced end users are involved in designing the new facilities such as the Parkour?

St Edmundsbury Borough Council have been working with Abbeycroft Leisure to reduce the ongoing revenue implications of running the Borough's two Leisure Centres. Associated with the agreed reduction in revenue funding has been an agreed capital spend on centre refurbishment, to help make the facilities more sustainable.

The Haverhill Leisure Centre has recently undergone a refurbishment. A team of experienced consultants initially scoped the refurbishment works by reviewing user statistics and feedback and evaluating the sites potential. The consultants' recommendations were then priced and the priced work was then prioritised.

Sport user groups were informed of the proposed changes and following feedback from certain groups, (e.g. short tennis) changes were made to better accommodate their needs.

Throughout the refurbishment user groups were kept updated so that the disruption to their activities was kept to a minimum.

On the back of the rise and recent success of gymnastics, British Gymnastics now recognise Parkour as another branch of gymnastics activity. The consultants who provided support to SEBC and Abbeycroft Leisure believe Parkour is an activity that has potential of growth and something new to help 'keep people, more active, more often!'

In addition, Abbeycroft Leisure have worked with 'Parkour Generations' a leading Parkour equipment provider to determine what would be suit Haverhill Leisure Centre. Parkour Generations consist of people who participate in Parkour and supply equipment not just in the UK but Worldwide. Abbeycrofts 'Xtreme Leader' will be meeting local groups and individuals in the New Year to determine the exact content of the programme (groups such as Haverhill Town Council's 'Youth Action Group' and Haverhill Gymnastics Club).

3.8 **Heritage and Culture:** (The Apex) - Please can you provide the following data covering the last five years on attendance figures; income receipts; profit and loss and future projections

Attendance figures are provided in paragraph 4.3.7 below cumulative box office sales by year since the site first opened in 2010.

Income and Expenditure (budgets and estimates)

2013/14	Budget £	Actual £	Variance
Expenditure	1,258,650	1,437,826	179,176
Income	(516,400)	(738,762)	(222,362)
Net Expenditure	742,250	699,063	(43,187)
2014/15	Budget £	Actual £	Variance
Expenditure	1,260,137	1,727,393	467,256
Income	(588,297)	(1,130,285)	(541,988)
Net Expenditure	671,840	597,108	(74,732)
2015/16	Budget £	Actual £	Variance
Expenditure	1,437,000	1,992,320	555,320
Income	(797,569)	(1,399,980)	(602,411)
Net Expenditure	639,431	592,340	(47,901)
2016/17	Budget £	Actual £	Variance
Expenditure	1,831,012	2,177,076	346,064
Income	(1,178,675)	(1,564,556)	(385,881)
Net Expenditure	652,337	612,520	(39,817)
2017/18	Budget £	Actual £	Variance
Expenditure	1,995,153	2,225,617	230,464
Income	(1,419,450)	(1,710,112)	(290,662)
Net Expenditure	575,703	515,505	(60,198)
2018/19	Budget £	Estimate £	Variance
Expenditure	2,058,933		
Income	(1,485,039)		
Net Expenditure	573,894		

The forward plan for the Apex sets out an aspiration that by 2021/22 the net expenditure of the Apex will be reduced to £450,000.

- 3.9 **Heritage and culture:** (The Apex) - What efforts are being made to ensure that all taxpayers, who contribute to The APEX and Theatre Royal in Bury St Edmunds are able to access those services in the evenings when there is no public transport services particularly from south of Bury St Edmunds?

The issue of there being a lack of public transport in many areas of West Suffolk is not something that the Leisure and Cultural Services can address in isolation.

Across St Edmundsbury BC most households (84.1% average) own at least one car. With regards those wards south of Bury St Edmunds the vehicle ownership levels are as follows:

Horringer and Whelnetham 90%

Chedburgh 96%
Wickhambrook 94%
Withersfield 95%
Kedington 90%
Hundon 92%
Cavendish 91%
Clare 84%
Haverhill East 80%
Haverhill North 80%
Haverhill South 75%
Haverhill West 90%

The fact is that the majority of people living in a rural authority, currently, are reliant on a private mode of transport to enable them to get to where they want to go, when they want to go. Details relating to geographical location of the Apex's audience is indicated in paragraph 4.3.5 below.

The efforts the Borough Council is able to take to ease access to those services supported by the Council in the evenings fall into three main areas:

- Marketing and publicity – Letting people know what is on and promoting ticket sales on line, and via the phone, so people do not have to make multiple visits.
- Ticket costs and Car-parking costs – Ensuring that event ticket costs are reasonable and competitive. Car parking ticket prices are reviewed at agreed intervals by the council.
- Convenience of parking & taxi drop off points – Ensuring that local car-parks are of a good quality and that the location of The Apex and proximity to car-parks and taxi drop off points are suitably publicised and sign posted.

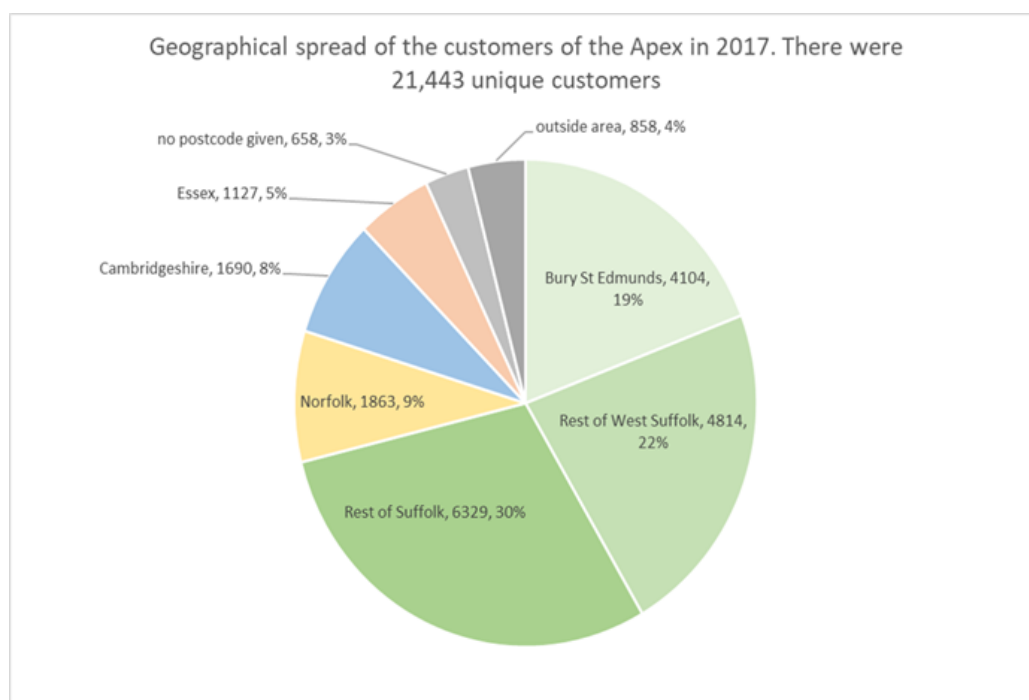
4. The Apex, Bury St Edmunds

Background

- 4.1 The popularity of The Apex has grown rapidly since 2010, when it first opened and is now well established in West Suffolk and beyond with a busy programme and a loyal and growing audience. In June of this year (2018) Cabinet adopted a forward plan for the Apex.
- 4.2 Owing to the positive trajectory of The Apex's performance, it was proposed by Cabinet that the performance of The Apex should in the future be monitored as part of the quarterly Operations Balance Scorecard review at Performance and Audit Committee. In addition to the quarterly monitoring it is also proposed that a more detailed report be presented to the Overview and Scrutiny Committee every three years. The frequency of reporting would bring the service area in line with that of Abbeycroft Leisure.

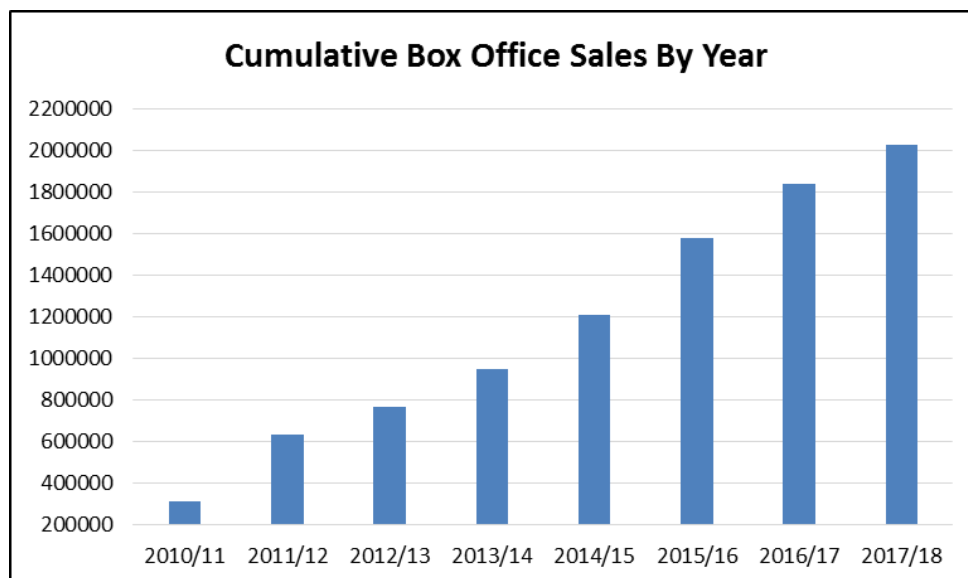
4.3 Apex Performance

- 4.3.1 This response covers the financial year from 1 April 2017 to 31 March 2018. The Apex budget 2017/18 was set at £575,703 (16/17 out-turn was 612,520). The Apex continues to develop as an important local and regional venue and is attracting greater audiences and establishing a loyal customer base. Increased revenue has contributed to a positive variance of £60,197 against budget at the financial year-end and the out turn figure was £515,506 showing a continued reduction in expenditure.
- 4.3.2 The staff team has delivered a number of successful campaigns to raise awareness of the venue which has resulted in increased ticket sales and associated business. The 2017-18 event programme was made up of over 320 events which included professional and amateur performances plus community events in the auditorium, the foyer and lounge. The numbers of tickets sold increased in 2017/18 by 9% to 99,968 and income from ticket sales reached £1.94 million which is an increase of 13% over last year. This excludes meetings and conferences organised by Sodexo. The Apex also handles box office services for other venues.
- 4.3.3 The Apex continues to be a valuable community asset and more and more non-performance events are taking place. A greater use of the studio space is now being made with over 170 classes including yoga, tai chi and baby ballet.
- 4.3.4 The gallery on the first floor is in great demand with exhibitions booked a year in advance. The twelve exhibitions hosted in 2017-18 made a net contribution to the Apex's budget of £2,674.
- 4.3.5 As indicated in the pie chart below The Apex continues to attract a broad spectrum of people from a growing geographical area:



4.3.6 When the Apex first opened in 2010, its annual operating cost was £793,000. For 2018/19 the budget has been set at £570,780. We are confident of achieving further reductions in the cost to the Council of running The Apex over the next 3 years and we are aiming for the budget for 2021/22 to be set at £450,000.

4.3.7 As indicated in the table below the number of tickets sold at the Apex continues to rise:



4.3.8 Councillors and staff across West Suffolk are committed to:
"Supporting and investing in our West Suffolk communities and businesses to encourage and manage ambitious growth in prosperity and quality of life for all"

The Council's three key priorities are:

- Growth in West Suffolk's economy for the benefit of all our residents and UK plc.
- Resilient families and communities that are healthy and active.
- Increased and improved provision of appropriate housing in West Suffolk in both towns and rural areas.

4.3.9 In February 2018, an economic impact study was undertaken by Destination Research Ltd to assess the impact of the Apex. This clearly demonstrates that the provision of a performing arts centre in the heart of Bury St Edmunds is having a significant impact on the town's economy. The study concluded that the Apex has a net annual impact on the local economy of over 6.6M and sustains the equivalent of 84 local jobs per annum. **Appendix 1** to this report provides the details of that report.

4.4. Marketing

4.4.1 The methods of marketing are broad and range from newspaper supplements to email, face book and twitter campaigns. Below are some of the headline statistics about the digital marketing campaigns:

4.4.2 **E-Mailing List**

The mailing list now has 32,069 email addresses of customers who have opted in to hear from us via email – growth of 15.7% over the last year.

4.4.3 **Emails**

The Apex’s monthly eNewsletter has an average ‘open’ rate of 36% (UK average 22.9%)

4.4.4 **Facebook**

Our Facebook page now has 7,792 likes – growth of 26.5% over the last year. The average monthly website visits from Facebook is now 122% higher than in 2016-2017.

4.4.5 **Twitter**

The Apex now has 6,298 Twitter followers – growth of 14.9% over the last year. The average monthly website visits from Twitter is now 25.5% higher than in 2016-2017.

4.4.6 **Apex Website**

In 2017-18, 70% of ticket sales were sold online via the Apex’s own website.

The Apex’s website monthly unique users in 2017-18 were 22,152.

In order to keep ahead of the competition and keep our customer base growing we need to constantly innovate and update what we do. With this in mind, The Apex developed and launched its new website in 2017. The new website is fully mobile compatible, which has improved the ability to view the website and purchase tickets via mobile platforms.

4.5 **Catering Contract**

The Council entered into a contract with Sodexo in 2012. The budgetary return from that contract (catering and bar concession at The Apex) is detailed in the table below:

Sodexo	2014/15	2015/16	2016/17	2017/18
Concession Income	£44,130	£57,408	£68,629	£68,160

At the time of preparing this report, the Council are in negotiations with Sodexo over a potential extension of the contract.

4.6 **Actions recently taken to further enhance The Apex’s performance**

- 4.6.1 In April 2018, The Apex introduced booking fees. To date, (November 2018) this has generated a new income of £7,696. After booking fees were introduced we expected donations to decrease, but they have remained constant and between April and November we had generated £12,959 worth of donations, which is only a slight decrease on previous years.

- 4.6.2 In June we launched The Apex's membership scheme which has generated an additional £8,394 of new revenue.
- 4.6.3 The Apex Forward Plan, adopted in June 2018, set out an ambitious work plan for the Leisure Services Team and officers are working hard to realise those ambitions.

5. Proposals

- 5.1 That the Overview and Scrutiny Committee ask follow-up questions of the Cabinet Member following this update.

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Economic Impact Evaluation
The Apex - Bury St Edmunds

Prepared for: The Apex Venue

February 2018

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INTRODUCTION

This report, commissioned by The Apex Venue, examines the economic impact of the venue's activity on the local and wider area.

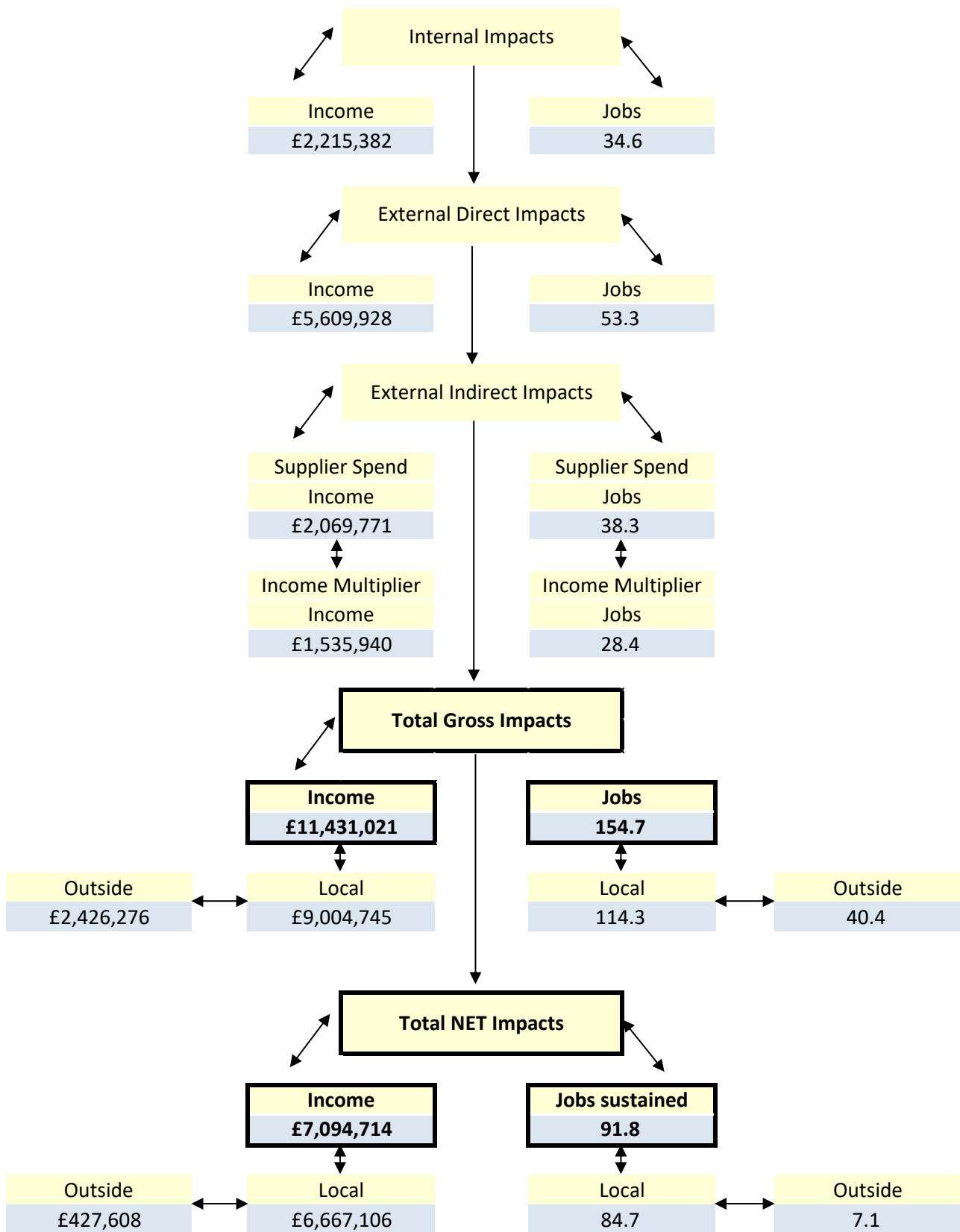
This report makes use of the PRIME Economic Impact Model, a computer-based model that provides a standard approach to appraising the direct and indirect economic impacts of venues and events. It uses key tourism data from a number of national tourism surveys. The model has also been modified to reflect local and regional expenditure levels based on our own research from previous event studies. For example, based on the latest information available from the GB Day Visits Survey, the model assumes that day visitors spend an average of £30.70 per person, although this amount varies depending on the purpose of the visit - going to evening events incur higher expenditure levels than general leisure days out or day visits to friends and relatives. Day visits linked to a 'special' shopping trips (i.e. non-groceries shopping) also incur higher expenditure levels.

The model employs standard formulas calculated from previous research and uses inputs provided by the client (such as visitor numbers, employment and turnover). The resulting estimates indicate the levels of employment and expenditure likely to occur both as a direct and an indirect result of the venue's activity on a local and regional levels.

This report will first explain the inputs used to run the model. It will then proceed to discuss the outputs of the model, looking the gross direct and indirect annual impacts as well as the net annual impacts of the activity.

It should be remembered that as with any model, figures generated by PRIME should only be considered to be estimates. The most important data produced by the model are the 'net' figures. These are produced by taking into account the likely level of displacement - i.e. the trade taken away from other venues.

The Apex - Bury St Edmunds - Economic Impact Evaluation - Headline Results



Inputs

There are a number of general input prerequisites to the model. Some of these inputs will determine which formulas and base assumptions will be used to generate the economic outputs. These inputs have been provided by the client.

Project Type: Firstly, it is necessary to define the type of project in question. The project has been defined as a 'multi-purpose venue'.

Project Location: The model requires the project under study to be given a particular location type selected from rural, town, city, coastal, resort or region. In this case 'town' location has been selected.

The remaining general inputs related to the operational performance of The Apex.

Operating Data: Inputs include visitor numbers and achieved turnover. It was advised that the results are as follows.

Achieved turnover:	£ 2,013,984
Visitor numbers:	149,780
Full time equivalent jobs:	31

Additional information about input data and assumptions used in the model:

Visitor numbers:

Day time visitors = 62,564 people

Evening performances = 87,216 people

Total: 149,780 visitors

Our postcode analysis of evening performance visitors had resulted in the following estimates:

Visitors from Bury St Edmunds: 41,610

Visitor from other areas in Suffolk = 23,880

Visitors from other areas within the East of England and London = 15,460

Visitors from out or region or London = 6,266. It is assumed that of these, 1,565 visited for the day and 4,701 spent a night away from home.

Expenditure levels (per person and 24h)

Based on our previous research and from data published by Visit England, we assume the following levels of expenditure that take place both on-site at the Apex but also off-site around the town of Bury St Edmunds and the area beyond.

Leisure Day visit: £24.80

Evening out:

Bury St Edmunds residents: £39.48

East of England and London residents: £50.22

Out of region visitors: £62.78

Overnight visitors: £172.56 per trip.

Employment:

The total employment is estimated at 30.87 Full Time Equivalent Jobs (FTE)

APEX staff: 15.47 FTE

Sodexo Staff: 7 FTE

Casual Staff: 4.8 FTE

Casual Bar Staff: 3.6 FTE

In addition, it is assumed that the evening performances support 2193 non-performers and support crew days.

Outputs

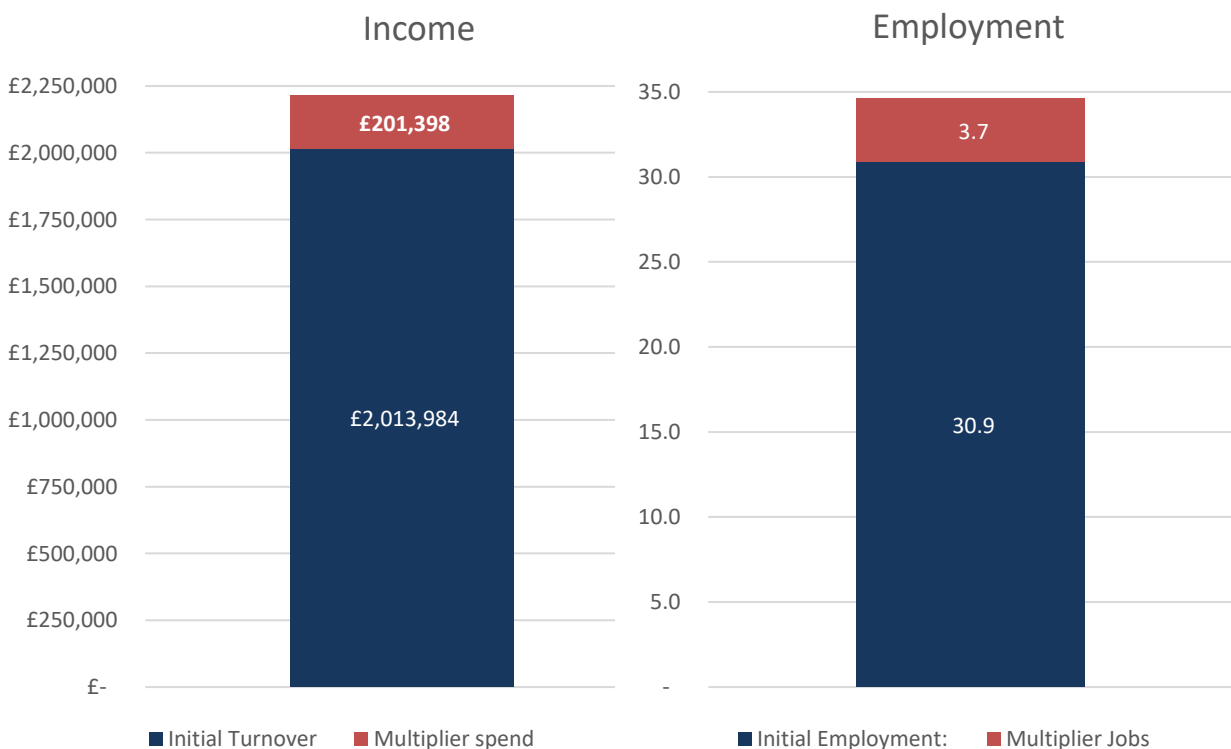
What are the internal impacts?

Internal impacts are those relating to the expenditure and employment associated directly with the operational activity of The Apex

Multiplier spend, also referred to as indirect impacts, are those such as increased spend by suppliers and spending by employees of local / regional businesses arising from visitor expenditure. The former are referred to as 'supply effects' the latter as 'income multiplier'.

Impact of The Apex operations

Initial Turnover	£ 2,013,984
Multiplier spend	£ 201,398
Total generated Income:	£ 2,215,382
Initial Employment:	30.9
Multiplier Jobs	3.7
Total supported employment	34.6



Direct Impact

Visitors to The Apex will spend money on-site as well as off-site, in the immediate locality and region surrounding it. The direct impacts are those arising from visitor spending at the venue as well as off-site away from The Apex. The model estimates that:

Total expenditure generated by all visitors	£ 5,609,928
Total expenditure generated by staying visitors	£ 1,066,250
Total expenditure generated by day visitors	£ 4,543,678
Total expenditure in the local economy was	£ 5,094,269
Total expenditure in the regional economy	£ 515,659

All visitors	Bury St. Edmunds	Regional	Total	%
Accommodation	£ 327,899	£ 21,831	£ 349,730	6%
Retailing	£ 1,013,558	£ 112,331	£ 1,125,889	20%
Catering	£ 2,368,771	£ 258,043	£ 2,626,815	47%
Entertainment	£ 466,670	£ 29,826	£ 496,496	9%
Transport	£ 917,371	£ 93,627	£ 1,010,998	18%
Total all visitors	£ 5,094,269	£ 515,659	£ 5,609,928	100%

How does this spend break down between the different types of visitors and sectors of the economy?

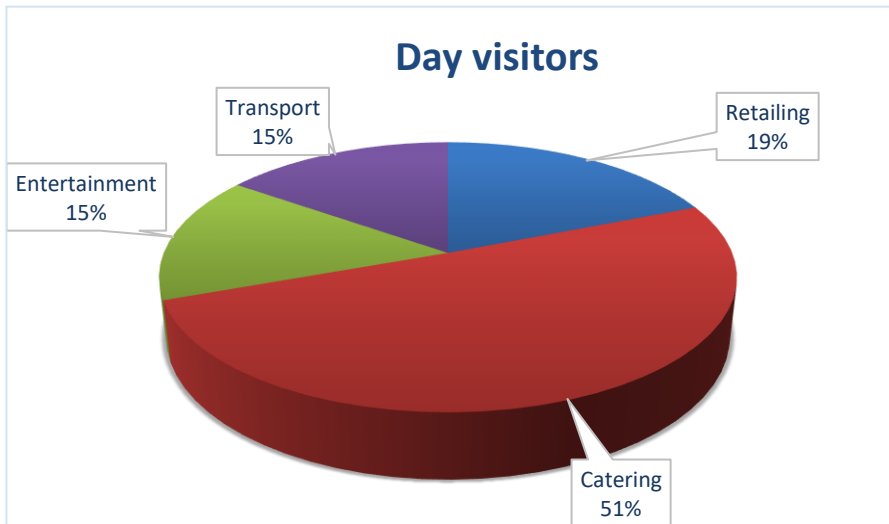
Staying visitors	Bury St. Edmunds	Regional	Total	%
Accommodation	£ 327,899	£ 21,831	£ 349,730	35%
Retailing	£ 191,783	£ 21,023	£ 212,805	20%
Catering	£ 177,371	£ 14,554	£ 191,925	18%
Entertainment	£ 75,348	£ 8,086	£ 83,434	8%
Transport	£ 212,992	£ 15,363	£ 228,355	21%
Total all visitors	£ 985,392	£ 80,857	£ 1,066,250	100%



Direct Impact (Cont.)

Day visitors

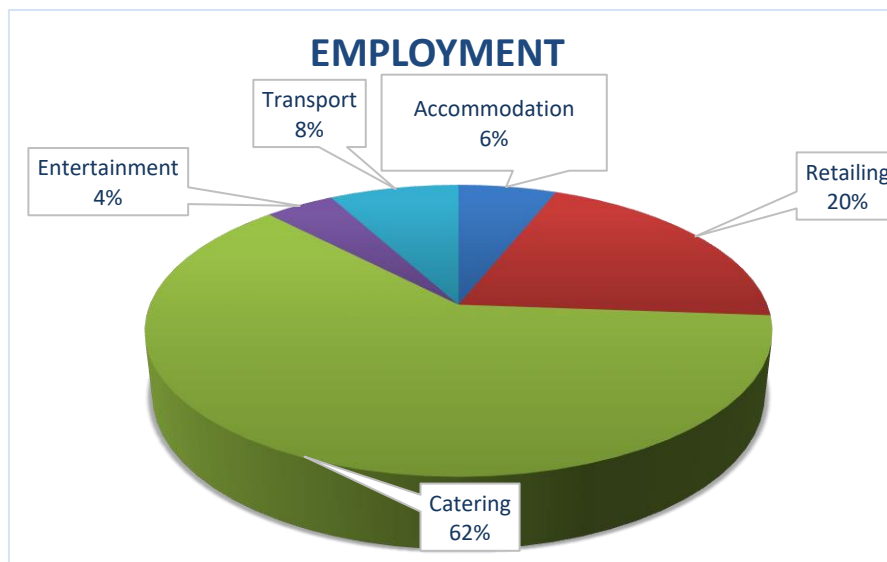
	Bury St. Edmunds	Regional	Total	%
Retailing	£821,775	£91,308	£913,084	20%
Catering	£2,191,401	£243,489	£2,434,890	54%
Entertainment	£391,322	£46,959	£438,280	16%
Transport	£704,379	£31,306	£735,685	16%
Total all visitors	£4,108,877	£434,802	£4,521,938	100%



How many jobs are likely to be created by this income?

All visitors

	Bury St. Edmunds	Regional	Total	%
Accommodation	3.1	0.2	3.3	6%
Retailing	9.7	1.1	10.7	20%
Catering	29.5	3.2	32.8	61%
Entertainment	2.1	0.1	2.3	4%
Transport	3.8	0.4	4.2	8%
Total all visitors	48.3	5.0	53.3	100%



Indirect Impact

What are the indirect impacts?

Indirect impacts are those such as increased spend by suppliers and spending by employees of local / regional businesses arising from visitor expenditure. The former are referred to as 'supply effects' the latter as 'income multiplier'.

Supply Expenditure

The model estimates that:

Total supply expenditure equals:	£ 2,069,771
Local supply expenditure equals:	£ 1,077,879
Regional supply expenditure equals:	£ 991,892

	Bury St. Edmunds	Regional	Total
Staying Visitors	£ 199,753	£ 197,118	£ 396,871
Day visitors	£ 878,126	£ 794,774	£ 1,672,900
All Visitors	£ 1,077,879	£ 991,892	£ 2,069,771

Income Expenditure

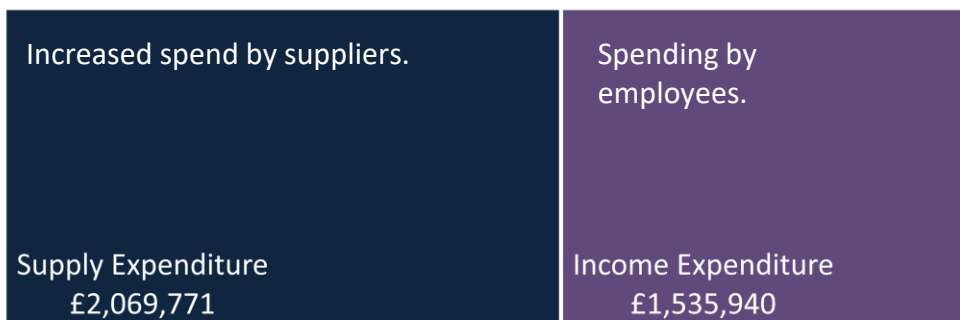
As the numbers of visitors and with it spend in the area increases, so does the amount earned by local people. This creates an increase in what is known as 'income expenditure' as people spend the money earned.

Total income expenditure equals:	£ 1,535,940
Local income expenditure equals:	£ 617,215
Regional income expenditure equals:	£ 918,725

	Bury St. Edmunds	Regional	Total
Staying Visitors	£ 118,515	£ 174,110	£ 292,624
Day visitors	£ 498,700	£ 744,615	£ 1,243,316
All Visitors	£ 617,215	£ 918,725	£ 1,535,940

External Impacts

■ Supply Expenditure ■ Income Expenditure



Total External Impact

What are the total (Gross) external effects?

The total external effects are the sum of the direct and the indirect impacts.

The model estimates that:

Total gross expenditure:	£ 9,215,639
Local gross expenditure:	£ 6,789,363
Regional gross expenditure:	£ 2,426,276

Total gross FTE jobs created or sustained:	120
Local gross FTE jobs created or sustained:	80
Regional gross FTE jobs created or sustained:	40

	Bury St. Edmunds	Regional	Total
Visitor expenditure	£ 5,094,269	£ 515,659	£ 5,609,928
Supplier spend	£ 1,077,879	£ 991,892	£ 2,069,771
Income multiple	£ 617,215	£ 918,725	£ 1,535,940
Total	£ 6,789,363	£ 2,426,276	£ 9,215,639

	Bury St. Edmunds	Regional	Total
Direct jobs	48	5	53
Supplier jobs	20	18	38
Income jobs	11	17	28
Gross FTE jobs	80	40	120

Total External Impacts

■ Visitor expenditure ■ Supplier spend ■ Income multiple



Gross Impacts

What are the total gross effects?

The total gross effects are the sum of the direct (internal impact and visitor spend) and indirect (supply and income) expenditure.

They are calculated using regional tourism statistics derived from surveys such as GBTS, IPS and GBDVS. For example, taking the level of expenditure per trip calculated from the surveys, the model is able to estimate the amount of expenditure generated by visitors.

There is a graduated effect in terms of the impacts of direct, supply and income expenditure. Direct expenditure has the greatest impact locally and the least impact regionally whilst income expenditure has the least effect locally and the most effect at a regional level.

The model estimates that:

Income

Total gross income £ 11,431,021
(internal, visitor, supply and income expenditure)

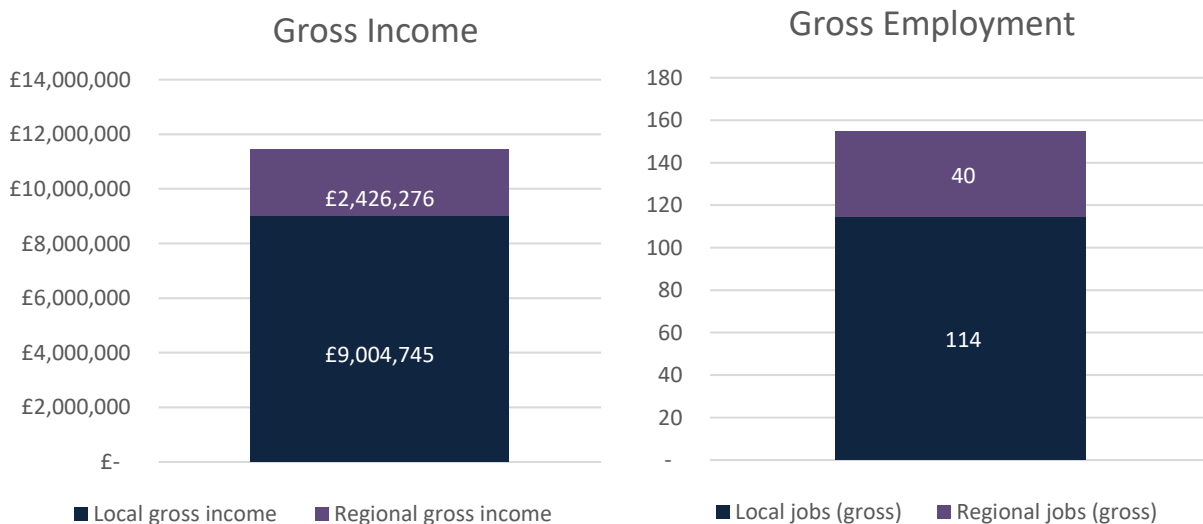
Local gross income £ 9,004,745
Regional gross income £ 2,426,276

Employment

Total gross FTE jobs created or sustained: 155

Local gross FTE jobs created or sustained: 114

Regional gross FTE jobs created or sustained: 40



Net Impact

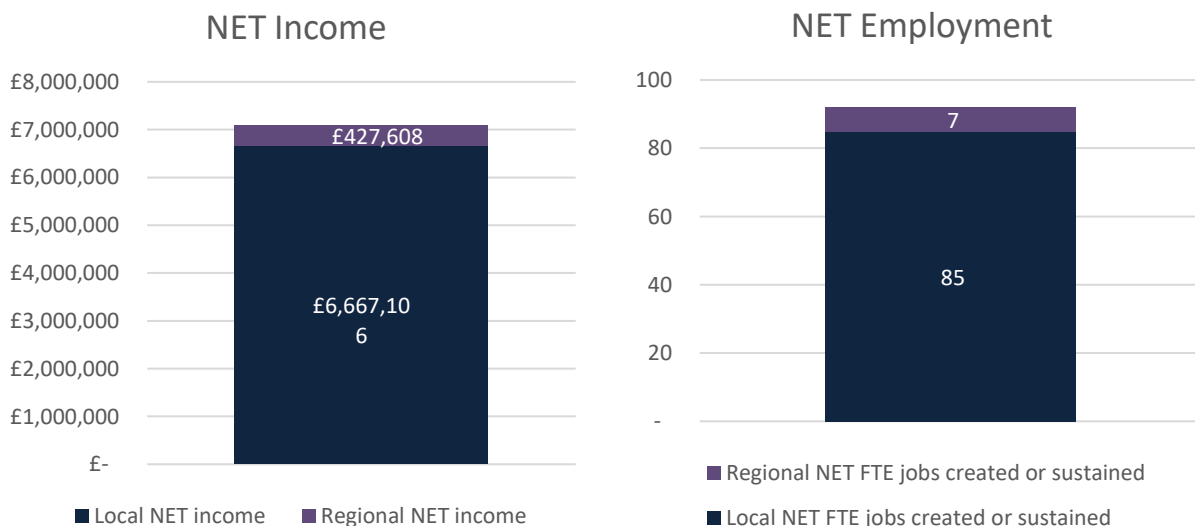
What are the net impacts?

A proportion of the gross activity may have taken place in any case, regardless of the presence of The Apex. For example, Bury St Edmunds residents may choose to visit the area anyway, or day visitors might take a trip but choose to do something else within the local area. In these cases, expenditure at the site is merely 'displacing' expenditure from other venues, rather than generating additional spending. Net impacts are the expenditure and employment effects which occur at both the local and regional level which would not have otherwise taken place without the Apex.

The degree to which a venue generates 'displacement' will vary according to the context in which it exists. The day time activity at The Apex is subject to significant levels of displacement in as much as many visitors could've used other catering facilities nearby. However, for the night-time events the displacement effects will be very small in that there are very few venues in the locality of similar nature.

The model estimates that the total net income impact is as follows.

Income	Impact
Total NET income (internal, visitor, supply and income expenditure)	£ 7,094,714
Local NET income	£ 6,667,106
Regional NET income	£ 427,608
Employment	
Total NET FTE jobs created or sustained	92
Local NET FTE jobs created or sustained	85
Regional NET FTE jobs created or sustained	7



Key Terms

Gross Impact

The gross effect is the total impact arising from all expenditure associated with the project (tourism facility / amenity or event) i.e. direct, indirect and induced expenditure. It excludes leakage, deadweight and displacement (explained below).

Direct Expenditure

Direct expenditure refers to the actual amount spent by the operators, developers or organisers of the project (tourism facility / amenity or event) under study, subcontractors and visitors on the following key areas;

Operators, developers and organisers – Investment in creating / building and running the project (tourism facility / amenity or event), which may include hire of site, marketing, security, and other costs including staff costs on travel and subsistence.

Main subcontractors – spend on local contractors and the travel and subsistence costs associated with staffing at the project (tourism facility / amenity or event).

Visitors – spend on accommodation, food and drink, shopping, entertainment, travel and other costs such as charity donations.

All of these components are valid parts of expenditure into the visitor economy and recognise that economic impact goes beyond the more obvious visitor spend.

Indirect Expenditure

Indirect effects arise as a result of businesses in receipt of direct expenditure (including local contractors and local businesses) purchasing supplies and services from suppliers locally and further afield. In turn, there will be subsequent rounds of expenditure as suppliers purchase goods and services from other suppliers and producers, until the expenditure is so remote from the original purchase that it can no longer be clearly traced.

Induced Expenditure

Income induced effects arise as a result of the spending of wages by employees whose jobs are supported directly or indirectly by the visitor expenditure.

What are the net impacts?

This figure refers to the gross impact minus the effects of leakage and displacement. It therefore represents the additional economic activity that would not otherwise happen without the project (tourism facility / amenity or event) taking place.

The net additional impact has to take account of the following factors;

Displacement of other activity at the site which would have generated benefits
Leakage of expenditure out of the region as a result of spending by visitors or suppliers with businesses outside the region.

Displacement

A proportion of the gross activity would have taken place in any case, regardless of the project (tourism facility / amenity or event) under study. For example, perhaps visitors would have visited the area anyway, or day visitors might have taken a trip to the area to do something else within the local area instead. In these cases expenditure at the event is merely 'displacing' expenditure from other attractions in the area, rather than generating additional spending. Net impacts are the expenditure and employment effects which occur at both the local and regional level which would not have otherwise taken place.

The degree to which an event or development generates 'displacement' will vary according to the context in which it is developed. The net effect depends on how far the project is generating additional visitor activity (and expenditure) in the local or regional area which would not have otherwise occurred. The level of additionality will vary depending on the context of the project. A major new event or attraction in an area with no direct competition will have a high level of additionality. By contrast, a smaller development where the majority of visitors are from the local area will have a limited economic impact since most of the expenditure by those visitors would have taken place locally in any case.

Leakage

Leakage refers to direct expenditure spent outside of the area of concern. For the purpose of this study, the key area is the Surrey and the South East of England. The actual leakage will be any expenditure by subcontractors and visitors which falls outside the area (e.g. transport costs).

MULTIPLIER ASSUMPTIONS

Indirect / Induced Multiplier

The collection of information on the indirect and induced effects of the development would have involved extensive and costly additional surveys. Therefore, appropriate local multipliers based on existing data have been used.

The local multiplier, representing the combined effect of indirect and induced expenditure provides a measure of the first round of spending on supplies and the income induced spending within the relevant local authority area. The PRIME model uses a range of multipliers for each of the tourism-related industries involved in the event which have been arrived at using results from business surveys across the region.

As there is no single UK industry-wide standard or guidance, our professional opinion is that this multiplier enables comparison with other regional project (tourism facility / amenity or event). The local multiplier however only captures part of the indirect and induced effects. It does not include;

- Spending on supplies and services with suppliers located outside the region and elsewhere

- Subsequent multiple rounds of supplier business spending

- The impact of investment stimulated by direct and indirect spending

- The income induced effects of these additional economic effects.

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ABBEYCROFT LEISURE

INSPIRING A HEALTHIER YOU



THE SOCIAL ENTERPRISE MARK
TRADING FOR PEOPLE AND PLANET

www.acleisure.com

WORKING WITH
Play 60 & at 5dn undsbury councils

West Suffolk
working together

 **Abbecroft Leisure**
INSPIRING A HEALTHIER YOU

Abbecroft Leisure is a charitable trust managing a range of leisure centres and gyms, a yoga and wellbeing centre and a varied physical activity and wellbeing community programme.

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VISION AND VALUES

S

Supportive - supporting people to be the best they can be

O

Ownership - taking ownership over what we do

C

Caring - care about our role and what we are there to achieve

I

Informed - remain informed about the service we provide and communicate clearly

A

Adaptable - adapt to the environment around us so that we can overcome challenges

L

Local - remain at the heart of our community by delivering local services and employment for local people



WELCOME AND THANK YOU

I am pleased to introduce this report which showcases the excellent work that the organisation has carried out during the year which is further reinforced by the positive feedback provided by customers.

The breadth and scale of the services provided to communities is fantastic to see and certainly goes a long way to meet the organisations overall mission "Inspiring a Healthier You". The range of facilities and services on offer really does provide people with choice and gives them the opportunity to engage in an activity that they will enjoy and change their lives for the better.

The year has seen a focus on some of the social initiatives that we operate and, with partners, funding has been secured to assist some of the initiatives to move forward, with the ability to deliver these across a broader geographical area. It is particularly pleasing to see the Active Mums programme gaining momentum and integrating with other aspects of the healthy lifestyle service for Suffolk.

The achievements with the programmes would not have been possible without the fantastic relationship we have with partners and stakeholders. Forest Heath District Council, St Edmundsbury Borough Council and Public Health Suffolk really have provided great support to deliver a leisure service that goes far beyond the four walls of a leisure centre.

Once again we have delivered a significant event programme which has enabled a number of communities to try something different with the right level of support. This has ranged from local events, such as "Women On Wheels", through to international events such as the 2017 Women's Tour. This approach has not only provided the chance to take part in physical activity but has showcased our towns to a national and regional audience.

It is also pleasing to note that the organisation has seen its performance improve in some key areas resulting in throughput increasing by 3%. The work that has been carried out to improve our swimming lesson programme, Swim Academy, is seeing a record number of people learning to swim in West Suffolk.

When I look back at the year I am in awe of the work that our staff, trustees and volunteers undertake. They really do change peoples' lives for the better and I am unbelievably proud of what they achieve. I would like to express my sincere thanks to everyone involved in ensuring that Abbeycroft Leisure is a real success story.

Warren Smyth, CEO



When I look back at the year, I am in awe of the work that our staff, trustees and volunteers undertake. They really do change peoples' lives for the better and I am unbelievably proud of what they achieve.

IMPACT



1.75 million+
visits



£8.5 million
turnover



32
volunteers



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16
Health & Wellbeing
initiatives



£8,900
raised for charity



13
facilities

3%

increase in gym
memberships

8%

increase in
class attendances

52%

increase in
Teen Fitness

7%

increase in Swim
Scheme members

2%

increase in Swim
Lesson attendances

WHAT'S NEW?

For customers

New Indoor Cycling equipment was installed at Bury St Edmunds Leisure Centre

Abbeycroft Leisure Customer App

A new customer journey, the STEPS programme, was launched offering a more personal approach to supporting members



For staff

Abbeycroft Academy was rolled out across the organisation, with regular workshops focused on creating a cultural change and to develop staff skills that would underpin better customer service

Abbeycroft Leisure Staff App

EXERCISE ON REFERRAL

A 12 week supported exercise programme aimed at meeting specific health needs

83%

of those who started, completed the programme

380

clients were referred

86%

of clients moved into a membership

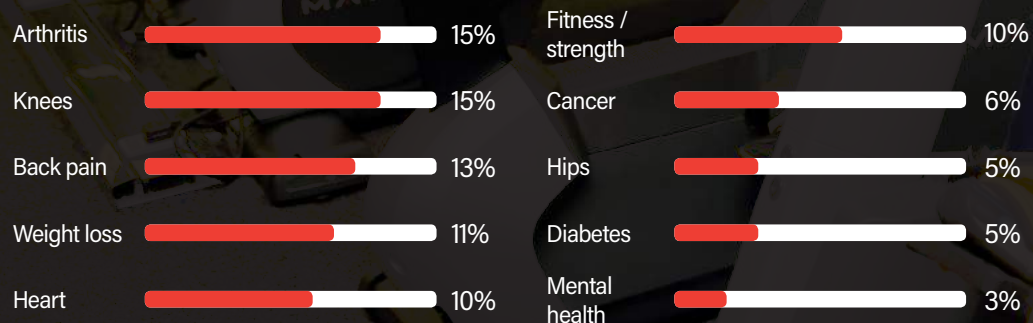
54

health partners

People attending the scheme reduced their reliance upon support services by

16% on average

Top 10 reasons for referral



The Office of National Statistics wellbeing measures were used and show individuals experienced an improvement in all areas (figures show average improvement per person)

16%

Worthwhile

15%

Happiness

15%

Life satisfaction

4%

Anxiety



An antenatal programme that works with expectant ladies with a high BMI and aims to provide support, information and techniques to implement lifestyle changes in order to reduce risks for the baby and mum-to-be during pregnancy and birth, with these changes lasting far longer than pregnancy

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average birthweight of babies
(in line with the national average)



average weight gain during pregnancy
(a positive result for these women with the expected weight gain in pregnancy 10 - 12.5kg NHS, 2011)

Of 10 women that were monitored

90% had a vaginal delivery

(compared to a National Average of 16% Compared to the Maternity services statistics 2018)

providing a cost saving of £9,324 to the NHS

(based on the cost difference of a vaginal birth compared to a caesarean birth being £1,400, costs provided by the West Suffolk Midwifery Team)



Women benefit from a friendly, non-intimidating environment, socialising with other expectant mothers in group discussion where a number of key topics are covered

“They say it takes a village to raise a child and I truly believe Active Mums gave me that village.”





“It was a fantastic experience for all who attended.”

“Good value for money, great experience for our young people and expertly led by Frank.”

“Both Frank and Tristan were amazing with the customers, gently encouraging and enthusing them to attempt something new. Some of the customers had mobility difficulties, but Frank and Tristan adapted the activity so they were able to participate. The customers came away from it with a huge sense of achievement from an activity many considered they would never be able to do.”

EXPLORE OUTDOOR

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6808+
participants

Explore Outdoor is a mobile outdoor education programme delivering exciting and educational activities across East Anglia and beyond!

We're now working with primary schools to deliver Forest Schools sessions to younger children.

We've worked with...

- 7** businesses
- 21** schools
- 31** community events





SCHOOL'S OUT

School's Out is a children's holiday club providing sport, activities, and arts and crafts to children every holiday across West Suffolk.

**9,897 ATTENDANCES
ACROSS 5 LOCATIONS**

"MY SON WAS AT SCHOOL'S OUT TODAY AND HIS LITTLE FACE LIT UP AS HE TOLD US ALL ABOUT THE MINI OLYMPICS AND HIS NEW FRIENDS! THANK YOU TO ALL THE WONDERFUL COACHES AT BRANDON'S SCHOOL'S OUT."



SUPPORTING LOCAL COMMUNITIES

5

community events supported across

4

towns with a total of

6797

participants

10

events and initiatives were delivered in non-Abbeycroft sites across

53

different settings

600

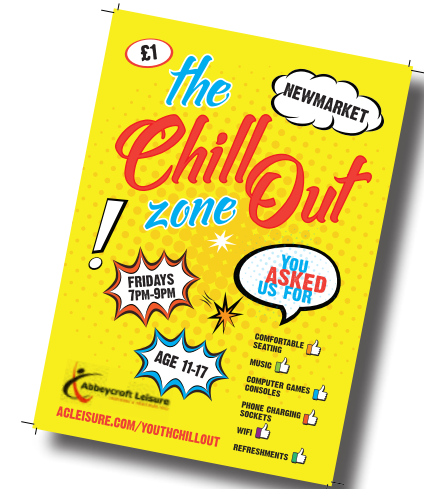
community based sessions saw

8195

individuals taking part



An ambition to secure a lasting and sustainable increase in physical activity for those who demonstrate the lowest levels of participation.



Youth Chillout

A new range of youth activities were launched in Newmarket. Youth Chillout provides a safe place for 11-19 year olds to spend time with friends, play computer games and try out new sports and activities.

Working in partnership with the PCC and West Suffolk Council to reduce anti-social behaviour. **453 attendances were registered over 26 sessions**, seeing an average of 17 young people attending each week.



**WE ARE
MACMILLAN.
CANCER SUPPORT**

Working in partnership with Macmillan to provide weekly group swim sessions for individuals referred by the hospital. The aim is for each person to feel less isolated on their road to recovery and to play a role in contributing to a successful recovery. On average, 6 people attend each session with a total attendance of around 288 individuals.

Cancer Swim

Delivered in partnership with Public Health Suffolk, and working with Sentinel Leisure, Places for People, South Suffolk Leisure and Everyone Active. Six courses were delivered to increase wellbeing through physical activity and develop employability skills for 16 - 25 year olds not in education, employment or training.

Make Your Move

17 people completed the courses and the biggest change participants experienced were in their awareness of the benefits of an active lifestyle; motivation levels; ability to make life choices; and increased sense of life satisfaction. CV writing and interview skills were most noticeably improved as a result of the course.

**"I FEEL FAR MORE
MOTIVATED AND
CONFIDENT NOW THAN
WHEN I STARTED."**

**"FANTASTIC SESSION!
VERY ATTENTIVE AND
ENTHUSIASTIC."**

Abbeycroft Leisure

**KEEP
ACTIVE**

Funded by Sport England to encourage inactive people to become active through a programme of varied activities.

Over 55s enjoy activities such as boccia, archery, table tennis, walking football, walking netball and chair based exercises, and social time is key to the success of these sessions. Delivered in community settings as well as on site, there has been 4,728 attendances.

14 - 25 years olds enjoy free activities such as street sports, a dance academy and girl's multi sports, taking place in Brandon, Mildenhall and Newmarket with 649 attendances.



A pilot programme started in January 2018 to enhance the experience of West Suffolk College sixth form L3 Active Leisure and Tourism Course students

12 students received 150 hours of work placements, plus gaining the National Pool Lifeguard Qualification. Work placements were tailored to their interests and supplemented by employability skills and project work

5 of the 12 students have moved into paid employment with Abbeycroft Leisure, working around their education

“This pilot will help to develop future collaboration and development expanding the options for sixth form students.”

Apprenticeships

9

apprentices were recruited in a variety of roles across the organisation

3

of the 9 apprentices have moved into further employment with Abbeycroft Leisure

Areas apprentices work

Finance

Leisure Assistants

Maintenance

Explore Outdoor assistants

EVENTS

Tour of Britain

5000 participants
50 people engaged
in community activities

Women on Wheels

220 participants
8 volunteers
£8,900 raised

Bury St Edmunds Running Festival

912 participants

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Street Velodrome

20 participants
10 volunteers

Haverhill Running Festival in partnership with Haversports

319 participants

West Suffolk Sports Awards

250 attendees
12 sponsors
144 nominees

£8,900
raised for charity

Haverhill Parkrun

Parkrun is a physical activity initiative which has successfully proven to get and keep people active both locally and nationally. Alongside Suffolk County Council, Haverhill Town Council and St Edmundsbury Borough Council, Abbeycroft Leisure supported the launch which took place in Puddlebrook Playing Field on 10th March 2018. 120 people attended the first event and since then over 450 people have taken part with an average of 70 people running each week.

Walking Netball

Walking Netball is taking a step in the right direction at Abbeycroft Leisure. After the success of the session running in Newmarket Leisure Centre, Councillor locality funding has supported the start-up and delivery costs for a session to take place at Bury St Edmunds Leisure Centre every Friday at 5.15pm.

Walking Football

Walking Football is becoming ever more popular across the country and building on the success of the walking football session in Newmarket Leisure Centre, both borough and town council locality funding have supported the start-up and operational costs of the delivery of a session taking place at Howard Community Primary School every Wednesday at 5.15pm. An average of 10 people attend on a weekly basis.

Women on Wheels

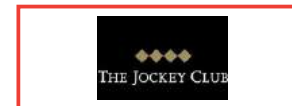
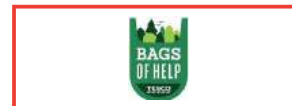
Women on Wheels entered its fourth year and it was bigger than ever, running from the previous year's success; on the 8th July 2018, 223 ladies took to their bikes over 10, 25, 50 or 70 mile routes across the West Suffolk countryside. The Bury St Edmunds Women on Wheels still proves to be the most popular of the 8 events across the county.

PARTNERSHIPS

Abbeycroft Leisure would like to express their thanks and appreciation to the organisations that supported, through funding, sponsorship and/or in kind support specific areas of work throughout 2017/18.

Without this support, the positive effect the work Abbeycroft Leisure has had on many individuals' health and wellbeing would not have been possible.

This includes, but is not limited to...



CUSTOMER

FEEDBACK

"I WOULD LIKE TO LEAVE VERY POSITIVE FEEDBACK FOR THE FIRST AIDERS. VERY QUICK RESPONSE. THEY HAVE DONE EXTREMELY WELL."

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"EXCELLENT FACILITIES AND VERY REASONABLE PRICES."

"UNKNOWN BENEFIT FOR MY HEALTH, I HAVE FOUND THIS 12 WEEK ACTIVE LIVING SCHEME A REALLY POSITIVE EXPERIENCE BOTH MENTALLY AND PHYSICALLY. I HAVE REALLY ENJOYED THE SESSIONS! I'M MOVING HOUSE SOON AWAY FROM THIS AREA. ALL MEMBERS OF STAFF HAVE BEEN FRIENDLY AND KNOWLEDGEABLE. THANK YOU."

"ALWAYS ENJOYED ARCHERY ON MONDAYS, COMMUNITY ACTIVITIES ON WEDNESDAYS, AND TABLE TENNIS ON THURSDAYS, AND HAS DEVELOPED OUR SKILLS IN THESE SPORTS. ALL STAFF ARE VERY HELPFUL AND POLITE."

"MY CHILDREN ARE DOING THEIR 3RD SWIM LESSON AND I'M BLOWN AWAY! HE HAS BEEN AN AMAZING TEACHER! THEY HAVE ALL DONE SWIMMING WITH HEIR SCHOOLS SINCE RECEPTION AND I THINK THEY HAVE LEARNED MORE IN 3 LESSONS WITH TERRY THAN THEY HAVE IN MANY, MANY YEARS OF SCHOOL SWIM LESSONS! HE IS GREAT, AND THE KIDS LOVE HIM TOO!"

"STAFF POLITE AND HELPFUL. I WAS JUST AN OBSERVER WHILE MY GRANDCHILDREN WERE SWIMMING AND SEVERAL PEOPLE CHECKED I WAS OKAY."

"THANK YOU VERY MUCH. IT'S A BIG HELP - FUNNY HOW A SPORTS CENTRE IS THE CENTRE OF THE COMMUNITY - YOU GUYS ARE DOING SOMETHING RIGHT!"

THE YEAR AHEAD

The year ahead will be extremely busy with a number of strategic projects commencing that will see Abbeycroft Leisure continue to develop. This will involve both organisational development as well as a significant increase in the size and scale of the organisation.

The new strategic partnership agreement with West Suffolk Council will see significant investment in the facility portfolio and there will be a focus on delivering this programme. The Haverhill Leisure Centre Development will see the leisure centre transformed with facilities for climbing and a health and wellness suite included. In addition to the work on the development of co-located leisure facilities, work will continue to progress to create a truly integrated service to its local community. These developments alone will see Abbeycroft Leisure managing a number of high quality leisure facilities, whilst it looks to improve the rest of the portfolio.

The New Year will see Abbeycroft Leisure embark on a new journey with South Suffolk Leisure, a leisure trust operating in Babergh and the surrounding area. Following a feasibility study and detailed due diligence process the trustees of both organisations agree that the best way to deliver services to its communities in the future is through a merged entity. Therefore Abbeycroft Leisure will merge with South Suffolk Leisure on the 1st October creating the largest leisure provider in Suffolk. Both trusts and its management teams are really excited about this development as it creates an organisation shaped to continue to provide excellent services to the communities and people of Suffolk, whilst protecting services, and retaining the ability to deliver locally, with the benefits of a larger organisation.

Whilst the services still attract in excess of 1.7 million visits there is still a need to attempt to develop activities that continue to engage the broader population, particularly those that do not currently take part in physical activity. Therefore the organisation will continue to examine and deliver the optimum range of activities that attract and enthuse as many people as possible, with the aim of ensuring that they remain physically active in the long term.



FACILITIES

Brandon

Leisure Centre
Church Road, Brandon,
Suffolk, IP27 0JB

Bury St Edmunds

Leisure Centre
Beetons Way, Bury St Edmunds,
Suffolk, IP33 3TT

Haverhill

Leisure Centre
Ehringhausen Way, Haverhill,
Suffolk, CB9 0ER

Mildenhall

The Gym
College Heath Road, Mildenhall,
IP 28 7EY

Mildenhall

Swimming Pool
Recreation Way, Mildenhall,
Suffolk, IP28 7HG

Mildenhall

The Dome Leisure Centre
Bury Road, Mildenhall,
Suffolk, IP28 7HT

Newmarket

Leisure Centre
Exning Road, Newmarket,
Suffolk, CB8 0EA

Thurston

Sports Education Centre,
Norton Road, Thurston,
Suffolk, IP31 3PB

Port of Felixstowe

The Gym
Dock Road, Felixstowe,
Suffolk, IP11 3SY

Trumpington Sport

Trumpington Community College
Lime Avenue, Cambridge,
CB2 9HB

Skyliner Sports Centre

Rougham Tower Avenue,
Bury St Edmunds,
Suffolk, IP32 7QB

The Self Centre

Unit 4, Suffolk Business Park,
Kempson Way, Bury St Edmunds
Suffolk, IP32 7AR

Ipswich

The Gym
St Matthews Court, 4 Civic Drive,
Ipswich, IP1 2QA



FINANCES



7.3%

increase in Total Income
(excluding management fee)



7.75%

increase in Membership Income



14.35%

**increase in Swim
Academy Income**

£212,157

Capital Investment and spend in facilities

Registered Office

Abbeycroft Leisure,
Haverhill Leisure Centre,
Ehringhausen Way, Haverhill,
Suffolk, CB9 0ER

Registered Charity No.

#1117138

COMPANY DETAILS

Senior Leadership Team



Warren Smyth
Chief Executive Officer



Lynda Pope
Finance Director /
Company Secretary



Alison Blackwell
Development Director



Karen Points
Strategic Director

Trustees & Directors



Sarah Howard MBE
Chairman



David Howells
Vice Chairman

Ian Runnacles • Terry Clements • Anne Greenfield •
Anthony Preece • Eloise Saunders • Lois Wreathall •
Simon Burton

A background image showing a group of people, including children and adults, walking along a dirt path in a park. The scene is bright and sunny, with lush green trees and foliage. The path is slightly curved, and the people are dressed in casual summer attire. The overall atmosphere is active and outdoorsy.

CONTACT US

TO TALK ABOUT

- 01. Corporate Partnerships**
- 02. Corporate Team Building**
- 03. Health Partnerships**
- 04. School's Work**
- 05. Sponsorship Opportunities**

Or to make any general enquiries about our work or anything in this document, please email warren.smyth@acleisure.com

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Overview and Scrutiny Committee



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Customer Access Strategy 2019-2022	
Report No:	OAS/SE/19/003	
Report to and date:	Overview and Scrutiny Committee	9 January 2019
	Shadow Executive (Cabinet)	5 February 2019
Portfolio holder:	Councillor Robert Everitt Portfolio Holder for Families and Communities Tel: 01284 769000 Email: robert.everitt@stedsbc.gov.uk	
Lead officer:	Davina Howes Assistant Director Families and Communities Tel: 01284 757070 Email: davina.howes@westsuffolk.gov.uk	
Purpose of report:	To present the revised Customer Access Strategy to Committee.	
Recommendation:	Overview and Scrutiny Committee: It is <u>RECOMMENDED</u> that: (1) Members review the contents of the Customer Access Strategy 2019-2022; and (2) Makes any amendments, and recommends the Customer Access Strategy 2019-2022 to the Shadow Executive (Cabinet), for approval.	
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	

Consultation:		<ul style="list-style-type: none"> Portfolio Holders and Leadership Team 	
Alternative option(s):		<ul style="list-style-type: none"> The Council could decide not to have a Customer Access Strategy 	
Implications:			
<p>Are there any financial implications? If yes, please give details</p>		<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <ul style="list-style-type: none"> Whilst there will be efficiencies gained from continues improvement in the delivery of customer service, it is not possible to quantify these in financial terms. Significant financial savings were achieved as a result of the previous Customer Access Strategy in 2014 	
<p>Are there any staffing implications? If yes, please give details</p>		<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <ul style="list-style-type: none"> 	
<p>Are there any ICT implications? If yes, please give details</p>		<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> The support and application of ICT is a key enabler for the delivery of customer access. At this point, no decisions need to be made in relation to the ICT required to delivery this strategy. Any future decisions needed will be subject to a business case and democratic approval as appropriate 	
<p>Are there any legal and/or policy implications? If yes, please give details</p>		<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <ul style="list-style-type: none"> 	
<p>Are there any equality implications? If yes, please give details</p>		<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <ul style="list-style-type: none"> An Equality Assessment has been conducted and there are no significant implications identified as a result of adopting the Customer Access Strategy 	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*
Customer expectations and demands are greater than capacity levels within the team	Low	Weekly monitoring and monthly reporting of call volumes (including call waiting and call abandoned times) are captured and shared with the Customer Service Team and with Leadership Team and PASC via the Balanced Scorecard	Low*

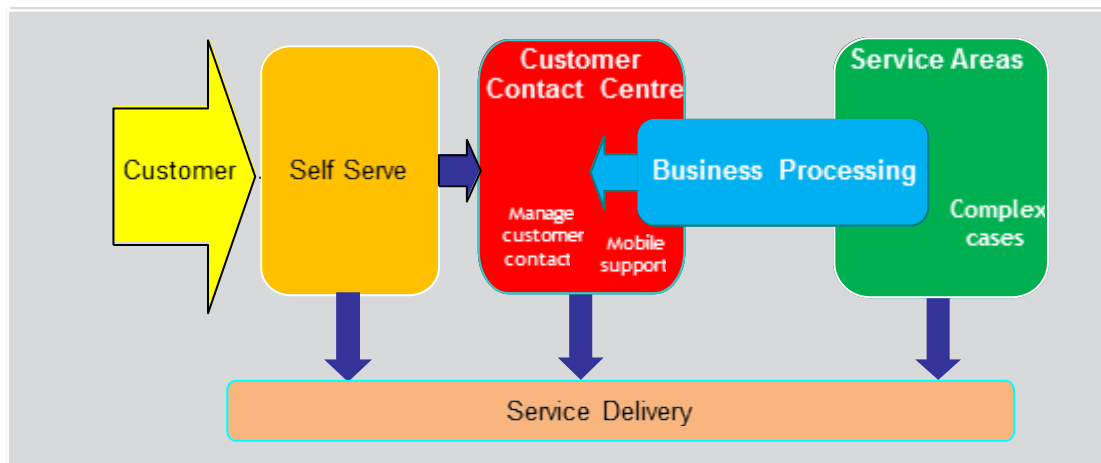
Changes in technology means the best solutions are unaffordable	Medium	The Service Managers for Customer Services and for ICT have worked closely on this issue and will continue to do so with the CS/IT project team. Regular monitoring of the market and new technologies will be helpful when it comes to specifying a future Customer Access Platform	Low
The website does not provide customers with the best experience in terms of self service	Medium	There is an action within the proposed CAS to implement a User Experience test on any front-end systems that have a self-serve function. The purpose of this test would be to maximise the ease of use for the customer when transacting online with the council.	Low
Ward(s) affected:		All wards	
Background papers: <i>(all background papers are to be published on the website and a link included)</i>		The Customer Service Standards and the Corporate Complaints Policy (including persistent and unreasonable behaviour policy) will be available to view on the website from 7 January 2019.	
Documents attached:		Appendix A – Customer Access Strategy 2019-2022	

1. Key issues and reasons for recommendations

Background

- 1.1 The councils adopted the Target Operating Model (TOM) for Customer Services (see Diagram 1 below) in 2014, marking a fundamental change to the delivery of the Customer Services function across both Councils. The motivation at the time of the implementation was to reflect the ambition to move to a single council in structure terms and to acknowledge the requirements associated with the public sector digital transformation agenda.
- 1.2 The general focus at the time of the implementation was to understand which of the Councils' services could be drawn into the TOM and how best to deliver those against the backdrop of efficiency improvements aimed at releasing financial savings associated with the changes (£125,579 per annum). Note that these financial savings were achieved.

Diagram 1: Customer access target operating model



2. Headlines from the post-implementation review

- 2.1 In April 2018, a review of the initial strategy objectives was conducted. Given that the purpose of the TOM was to create a system which would provide clear, accurate, timely, accessible and targeted information to customers across a range of service disciplines and across the two councils, the review considered how successful the channel shift work has been since starting to implement the change. The aim of the TOM is to ensure that customers can self-serve as much as possible with customer service staff providing assisted self-serve, further supported by service areas dealing with the more complex issues.
- 2.2 A key driver to achieve the Strategy was the ambition to achieve a 20% channel shift to move customers from a direct contact method to online and self-serve. In November 2012 a data capture exercise conducted at the time showed that the main methods of contact were telephone and face-to-face, accounting for around 369,000 customer contacts. A key part of the delivery of the TOM was to transfer staff into one Customer Service team. This team now consists of 34 staff (26.97FTE) and works across Bury St Edmunds, Haverhill,

Mildenhall and Newmarket. Suffolk Library Services provide the support from the Brandon Office.

3. Review of achievement of project objectives

3.1 With an objective to achieve a 20% channel shift from direct contact to online channels and self-serve methods (amounting to around 85,000 contacts), the data captured has been used to provide the baseline in table one below. Note that the customer service team has taken on more services than originally anticipated hence the number of calls had increased, but reduced again in 2017/18. As an example, Apex calls are taken by the team and these were not included in the baseline, nor were election telephone calls.

Table 1: channel shift statistics

Year	Telephones	Face to Face	Online Forms	Email to CS	Totals
2013/14	225,694	143,578	-	-	369,272
2014/15	145,311	132,363	-	8,675	286,349
2015/16	154,915	69,170	36,844	15,930	276,859
2016/17	186,884	58,028	39,230	27,892	312,034
2017/18	164,284	42,684	38,138	30,753	275,859

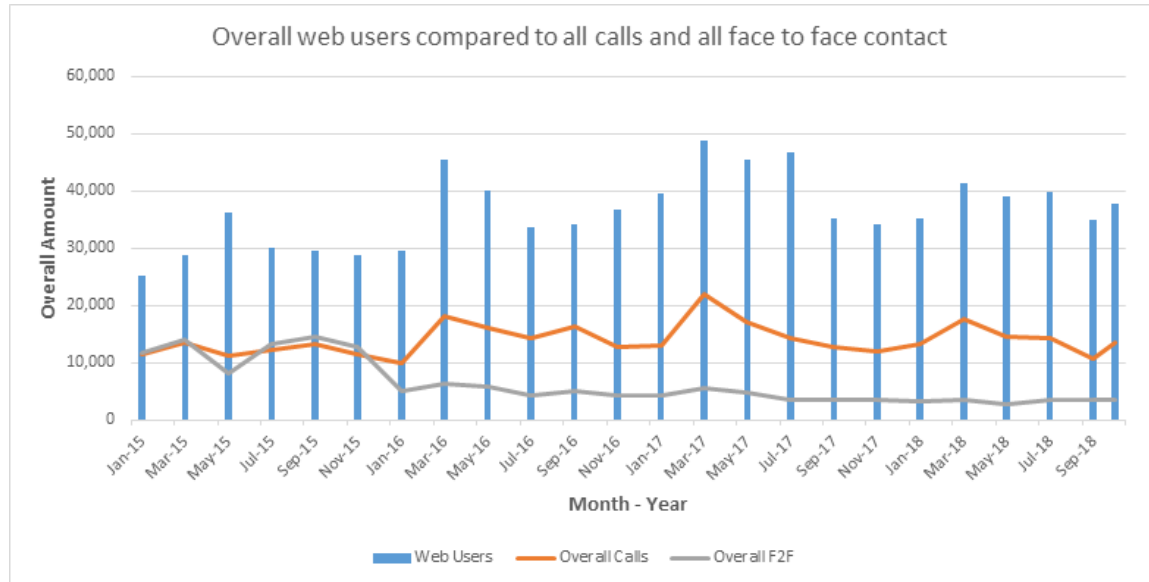
3.2 The figures in table one show a considerable shift in customer contact methods, with online and self-serve methods representing 21.5% of the total customer contacts for 16/17, increasing to 25% in 17/18. With total customer contacts having reduced between the baseline year and 2015/16, totals from 2016/17 showed a slight rise in customer contact levels which is attributable to the referendum, a change to the garden waste collection scheme and the implementation of a new housing system (including a few weeks where the online system was not live). From October 2017, these figures include the planning portal, elections and housing applications data which was not previously captured as part of this data suite, but the inclusion of this additional data represents the totality of the online customer access. Figures recorded for 2017/18 show a return to similar levels in previous years.

3.3 Between 2013/14 and 2017/18 phone calls to the customer service team have reduced by 27.2% (61,410 calls) and face to face volumes have reduced by 70% (100,894 visits) as online options increase. The face to face statistics from the earlier periods were not recorded in exactly the same way as the data is collected now; so whilst the last three years of data is very robust, it is perhaps prudent to reflect that the recording mechanism changed during the reported period. The 2015/16 figures will also reflect the move of the Brandon office to the library during that period and the concerted move to online content for self-serve purposes.

3.4 There is further evidence of channel shift in the most recent website analysis, providing information about the number of online users in comparison to telephone and face to face contact with the Councils. The analysis highlights that since January 2015 there are an increasing number of web users compared with an overall decreasing number of face-to-face contacts. Analysis from 2017/18 is showing a stabilisation of face-to-face contact levels with

phone call levels remaining at a similar level over the graph period. The spike in the data in March 2017 was a direct result of garden waste renewals and the introduction of the Direct Debit payment facility for this service.

Graph 1. Website analysis to September 2018 – online vs phone and face-to-face contacts for Customer Service Team



3.5 Generally speaking face to face contact has diminished considerably over the recorded period, with a general decline in the number of calls being made to the Customer Services team. Website use, having initially increased in the period between March 2016 - July 2017, is now settling into a more consistent level of attracting between 30,000-40,000 web users per month (having peaked at almost 50,000 in March 2017).

4. Future Customer Access Strategy

4.1 It is with this review that it is evident there is much to celebrate in terms of the ongoing success of the TOM and equally work that needs to be continued in order to unlock the full potential of the model, given the technological advances since the TOM was first construed in 2012.

4.2 The work carried out to review the 2015-2018 Customer Access Strategy has considered technology as a key element of the future provision of customer access for West Suffolk Council customers. The practical day-to-day improvements will continue to deliver the now well-tested model for managing customer contact, whilst being careful to allow the future technological environment to shape the way in which the council manages customer demands in the future. Important in this iteration of the strategy is the clarity that there is no set pathway being followed at this time in terms of what the future will look like, instead recognising that with the market changing so rapidly, it is better to understand fully our emerging needs (based on an assessment of future opportunity and previous learning).

5. Consideration for West Suffolk Council

- 5.1 In producing the 2019-2022 Strategy, a focus has been placed on ensuring that the approach is flexible enough to deliver against the ambition and any emerging priorities of the new Council. There is of course going to be a period of transition post April 2019 and the Strategy needs to be able to accommodate changes required by the new Council members. This Strategy does this and, more importantly, provides stability; the stability being provided by the commitment to deliver more of the same and to take time to reflect the requirements for the customers and the service areas before making a decision about system updates or changes.
- 5.2 Alongside the strategy document, staff have reviewed the existing Service Standards document and also updated the existing Complaints Policy which now also includes a section on the management of vexatious and persistent complainants. Both of these documents will be available to view on the website from 7 January 2019.
- 5.3 The Strategy is accompanied by an action plan which sets out the specific activities associated with the strategy, who owns the actions and anticipated timescales. Members are asked to approve the Customer Access Strategy 2019-2022 and adopt it in readiness for the move to a single council in April 2019.

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Customer Access Strategy 2019-2022

1 | Introduction

In 2017-2018 the Customer Service Team received around 165,000 calls, supported 43,000 visitors and responded to approximately 31,000 emails.

For a number of years, the Council has been making it easier for our customers to get in touch with us. With more people than ever accessing online services, the Council has committed to investing in ways to improve the services our customers receive, whether that's an application for a parking permit or support with their business, we want to make the process better.

In our strategy we recognise that not everyone will want to use online or telephone services and we have a team of staff to help people when they need it. One size definitely doesn't fit all but no matter how our customers get in touch with us, or which service they use, they should expect the same standards every time.

We are very excited at what the future holds. 2019 marks the start of our history as a West Suffolk Council. With this comes an opportunity to set out our plan for the next few years and our ambition to keep improving the customer experience and using new technology to make things easier and better for all. Crucial to this is to understand more about customer demand and expectation as well as appreciating how technology can be used to integrate services within the council and with our partners.

2 | The strategy and how it supports the Council's ambitions

This strategy outlines how we will provide access to our services. This strategy supports the delivery of the Council's Strategic Framework and in particular, the 'ways of working' that, when taken together, represent a set of distinctive features of our organisation. These ways of working govern the way in which we carry out our business and choose to progress which opportunities are important to pursue.

"The West Suffolk Way"

Empowering families and communities to create positive and healthy futures. Working in a way which helps to create safe places, recognises individuals and their needs and strengths, understands relationships and connects people. Finding out what communities care about and supporting them to achieve their goals.

Place focus and subsidiarity

Distinctively local, not generic solutions that are shaped and delivered locally and reflect the different challenges and opportunities of West Suffolk's towns, villages and countryside areas.

Collaboration and integration

Ambitious and comprehensive cross-system partnerships that join up resources around communities and individuals.

Inclusive growth

Encouraging and investing in ambitious growth and good quality housing that all can access and benefit from, and that is good for local people and the environment.

Financial self-sufficiency

A shift from reliance on grants to self-generated income, returns on investment, and business rates growth.

Behaving more commercially

Taking a business approach to our operations, within our public service remit.

Digitally enabled

Maximising the potential of data and technology to transform decisions and transactions

This strategy is also linked to the themes contained within the council's Medium Term Financial Strategy:

1 | Aligning resources to the West Suffolk strategic plan and essential services;

2 | Continuation of the shared service agenda and transformation of service delivery;

3 | Behaving more commercially;

4 | Considering new funding models (eg acting as an investor);

5 | Encouraging the use of digital forms for customer access; and

6 | Taking advantage of new forms of local government finance (eg business rate retention).

All the while supporting our ambition under the 'Improving how we work' principle within the Strategic Framework:

Improving how we work

Supporting our ambitious agenda of enabling change in our local communities requires us to 'lead by doing' and is reliant on significant supporting infrastructure, for example around communications, policy development, information management, estate and resource management, customer access, workforce and organisational development and improving our governance and democratic arrangements

How we work with our colleagues to support our customers is integral to the way we have designed the council's structure and the delivery of our Target Operating Model.

3 | Target operating model

In 2014, the adoption of the Councils' Target Operating Model (TOM) for Customer Services (see Diagram 1 overleaf), marked a fundamental change to the delivery of the Customer Services function across both Councils. It was designed to ensure that we simplify our processes and ensure that customers could find the information they needed quickly and easily. The TOM's simplicity of approach has stood the test of time; technology and customer expectations have changed but the TOM has kept pace and continues to be the model of choice for the next three years.

Providing information

We will ensure that information is provided online and that the customer knows where and how they can access this information at a time which suits them. We will continue with our ongoing improvement work to ensure that our systems and processes are as simple and easy to understand as possible.

Self-serve

We will provide self-serve options for customers where possible, to make it even easier for customers to report or resolve their issue or pay for a service online.

Triage (understand, resolve or refer)

For those customers who are unable to self-serve, or who would prefer to speak to someone about their issue, we have in place knowledgeable customer service staff who have the skills to answer all but the most complex enquiries. This is commonly referred to as 'triage' as staff will be trained to understand the best and quickest route to ensure that customers' queries are dealt with effectively. On many occasions

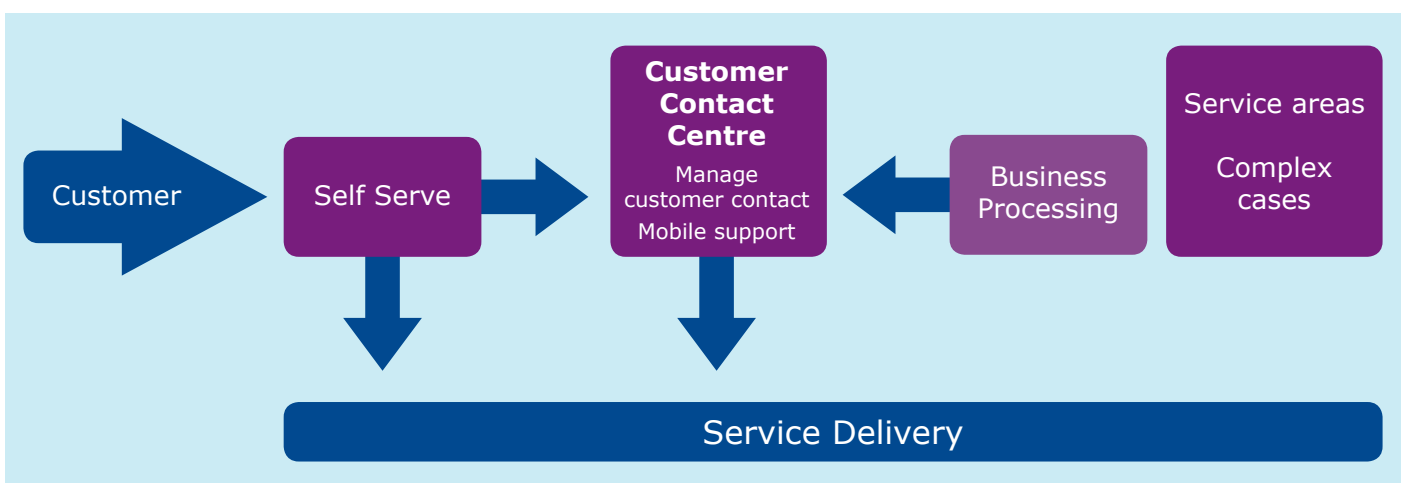
customers may make contact with a council with more than one enquiry, in these circumstances the customer service staff should be able to answer as many of these as possible at the first point of contact. Complex and/or crisis management issues are passed quickly to staff with the relevant expertise

Service processing

The customer service team includes staff who are trained to give advice on technical enquiries and/or process applications or paperwork for that service area e.g. building control or licensing.

Crisis or complex case management
If the customer enquiry is too complex for the customer services team to answer, then the enquiry would be quickly passed onto the service area to manage. This includes crisis management which requires expert support, for example, where someone requires help because they have become homeless. The expert staff also provide the specialist support to customer service and administration staff.

Diagram 1: Our customer access target operating model



4| Changes in customer contact with the Customer Service team since 2012

With the aim of achieving a 20% channel shift from direct contact to online channels and self-serve methods (amounting to around 85,000 contacts), the data captured in November 2012 has been used to provide the baseline in Table 1 below. The figures below only relate to the transactions managed by the Customer Service, for example, they exclude direct dial phone calls. The online forms do not include a number of transactions which move online through the use of 'external' council system, particularly, Planning Portal, Home-Link and electoral registration.

Table 1: Customer Service channel shift statistics

Year	CS Telephones	CS Face to Face	CS Online Forms	Email to CS	Totals
2013/14	225,694	143,578	-	-	369,272
2014/15	145,311	132,363	-	8,675	286,349
2015/16	154,915	69,170	36,844	15,930	276,859
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2017/18	164,284	42,684	38,138	30,753	275,859

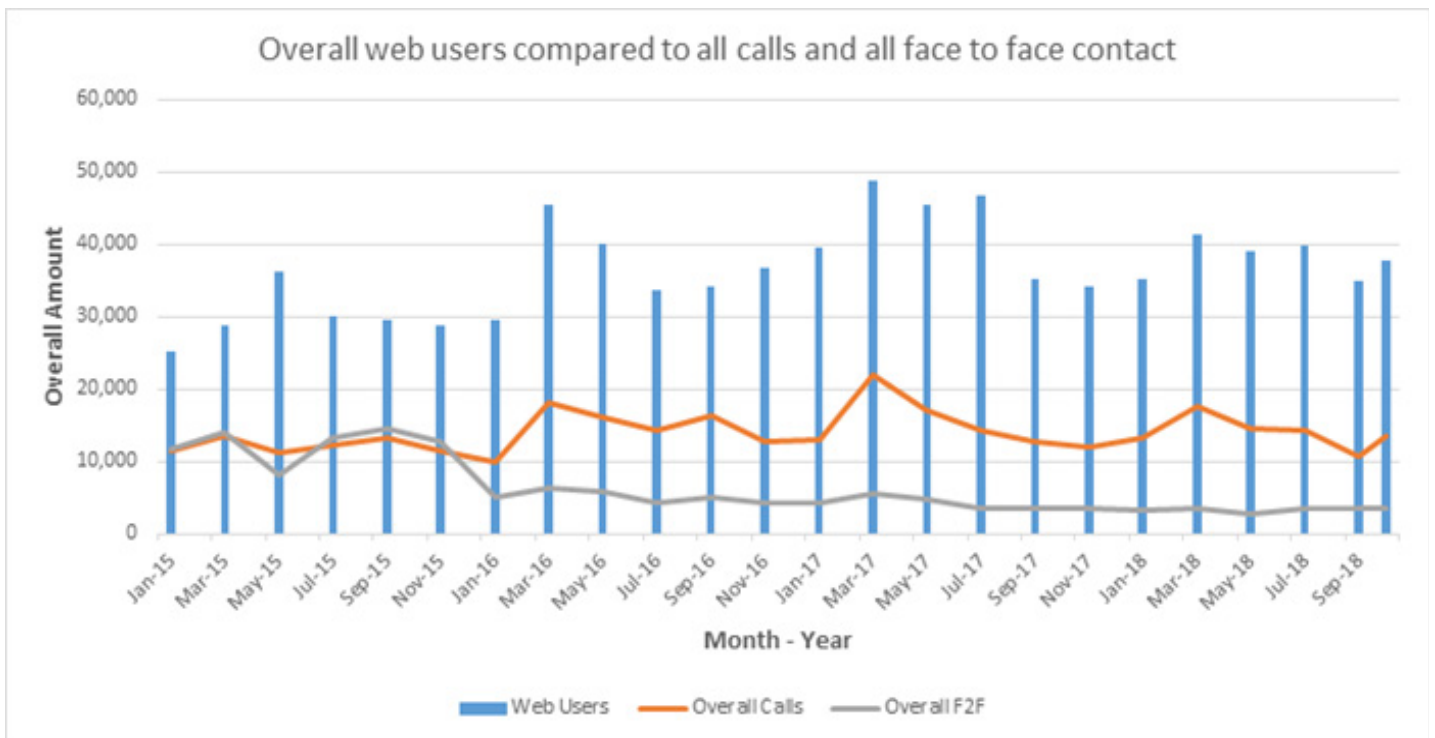
Channel shift is the term to describe customers moving from one method of contact, largely traditional such as face-to-face, to another digital method and preferring to use it, not reverting back to previously used methods.

The figures in Table 1 show a considerable shift in customer contact methods, with online and self-serve methods representing 21.5% of the total customer contacts for 16/17, increasing to 25% in 17/18.

Between 2013/14 and 2017/18 phone calls have reduced by 27.2% (61,410 calls) and face to face volumes have reduced by 70% (100,894 visits) as on-line options increase.

There is further evidence of channel shift in the most recent website analysis, providing information about the number of online users in comparison to telephone and face to face contact with the Council. The analysis highlights that since January 2015 there are an increasing number of web users compared with an overall decreasing number of face-to-face contacts.

Graph 1: 2017/18 website analysis – online vs phone and face-to-face contacts



5 | Context

The Council is ambitious and supports and delivers innovative projects. The realisation of these ambitions allows West Suffolk not only to support the future financial position of the council, but also to ensure that a consistent and excellent service is provided to anyone living, working or visiting the area, with importance placed on the ability of the Council to maintain high levels of customer service across the board

Some of the ambition presents opportunities specific to the customer service team and, in turn, for the customers we serve.

Digital by Design

We know that how we communicate with each other is changing and we need to develop services for our customers who choose online methods to do business.

We aim to make online services an excellent customer experience so that our customers choose it as their first option, where possible.

We will continue to develop our online services so that they are intuitive, easy to use and follow industry guidelines of using image icons to guide users, so that the website remains as accessible as possible.

We know that some customers appreciate being able to talk to a person, either on the phone or face to face, if things are a bit complicated or they are in crisis. We will continue to have support in our office buildings.

With user expectations and requirements changing, it is inevitable that digital literacy will feature in the design of our online service offer in future. In light of

this the council has published its Digital Services Programme which made digital inclusion a priority. It means we will design our online platform to be accessible to as many people as possible, for example making use of audio functions on our website, or providing options to change font colour and size. We will use the potential of technology to make our services more inclusive than ever before.

The Council has benefitted from working with others to deliver services and to share costs. Increasingly, the public and voluntary sector in Suffolk is looking for new opportunities to work together to support its customers whilst maintaining service levels and progressing a range of innovative projects. We will continue to work with partners to improve services, whilst recognising that some people will need support and advice from multiple partners to resolve their particular issue or set of circumstances.

Demand management

We will develop new and assess existing processes that are in place to monitor and track the success of our customer access plan, recognising and adapting to the peaks and troughs in demand we identify through regular monitoring. As part of our commitment to the effective use of data, we will only share information about our systems where it is relevant and appropriate in order to improve services, all the while protecting privacy and adhering to the GDPR principle of 'Privacy by design and default' in everything that we do.

Routes to access services

We will, as part of our action plan to deliver against this strategy, consider all of our contact points with regards to how to improve their use and enhance the customer's experience of contacting us.

Our aim is to share resources and facilities with partners to provide the most effective, and seamless, services as possible.

The Mildenhall Hub and Western Way Development

The Mildenhall Hub and Western Way Development Programme are, at their heart, building projects but they also present an opportunity for the Council to work with partners to design shared public spaces and offices, the aim being to improve the experience of our shared customers, and make accessing service much easier than before.

Both of these building projects have been designed with the user in mind. For visiting customers it will mean access to linked or partner services, such as the NHS or Citizens Advice Bureau. For anyone using the building, it will mean that the experience of visiting the council is improved because the environment is modern and comfortable, designed to be for the customers use as well as the staff. There will be access to digital services, such as public access computers and, importantly, customers will be encouraged to visit if and when they need to.

User Experience/ Customer Experience

User Experience (UX) and Customer Experience (CX) has been used in the private sector for some time now, but is emerging as a hugely insightful tool for the public sector to use.

UX and CX is where studies are carried out by experts in these two fields, and the results of these studies are used to make improvements to things like the reception processes or the website, with the aim of making things easier and better for the customer or user.

6 | Customer service values

These values support the Council's approach to customer access and transformation in the wider sense, as well as the Workforce Strategy and overall approach to Organisational Development. The following values are the key elements that define the Customer Access Strategy and drive continuous improvement as part of our regular day to day work. They are considered in the way we manage our Customer Service team, and underpin our Customer Service Standards.

Transformation

At the heart of our plan to help our customers is the development and growth of online services as we continue to see a natural fall in the numbers of face to face and telephone enquiries

Understanding

We will ask our customers what they think of the help they receive and how they would improve the service they experienced. We will use this to change things that aren't working properly and to make improvements.

Enhancement

We have already made progress with putting information online for our customers to access, alongside a number of forms to report, apply and pay for services. Our future includes expanding the online services we offer and improve the self-service element of our current systems so that customers will be able to access information about the services they have requested and paid for from the council.

Awareness

Progression of our channel shift work programme and using opportunities to increase awareness of the digital resources available for customers to use.

Inclusion

We will make sure that no customer feels disadvantaged by changes to the way we have asked them to access information about the services we provide. Customers will be able to easily access information and have their specific needs considered.

7 | Key priorities

Taking into account the council's strategic framework and ambition, we have identified six customer service priorities to be delivered. These are:

- 1** We will continue to make sure that all of our services are regularly reviewed with a focus on our delivery methods and access to services
- 2** Use the Target Operation Model as the method by which we will make decisions about online service provision and customer communication methods
- 3** Strive to maintain excellent levels of customer satisfaction through improvements to the way we ask customers to do business with us
- 4** Support all council services to encourage channel shift, making efficiencies wherever possible through process and system review
- 5** Invite feedback about how we're doing and what we could do better
- 6** Continue to work with partners and seek feedback about the way we manage our shared customers.

Details of actions which set out how we will deliver these priorities are included in the Action Plan in Appendix A.

8 | Action plan

The action plan in Appendix A sets out how we will deliver the customer service priorities set out in this strategy. It will be monitored by staff and by Portfolio Holders. In addition, the council also monitors customer feedback and performance data on regular intervals to assess the quality of service provided with relevant performance indicators monitored quarterly at Performance and Audit Committee.

Action plan - Appendix A

Action	Action owner	Primary benefit	Resourcing	Timescale	Key priority
1. Review future customer contacts suitable for migrating to an online contact channel	Customer Service Team	Increasing the number of services providing online access channels for customer use will mean more customers than ever will benefit from being able to resolve their enquiry at first point of contact at a time and place convenient to them	Within existing Customer Service Team resources	Ongoing throughout CAS period	1, 2, 4, 6
2. Increase availability and functionality of online forms as part of the ongoing programme of review	Customer Service Team	Increasing the availability, functionality and overall usability of online forms will mean more customers than ever will benefit from being able to resolve their enquiry at first point of contact at a time and place convenient to them	Within existing Customer Service Team resources (dependent on agreement to proposed restructure)	Ongoing throughout CAS period	1, 3, 4
3. Maximise self-serve options for customers	Customer Service Team	Ensuring the accessibility of online content and transactional effectiveness of self-serve portals will provide customers with further opportunity for the customer to resolve their enquiry at the point of first contact, at a time and place convenient to them	Customer Service Team and ICT	Ongoing throughout CAS period	1, 2, 3, 4

Action	Action owner	Primary benefit	Resourcing	Timescale	Key priority
4. Continue the promotion of online services	Customer Service Team	Making sure customers are aware of the alternative options to conduct council business online will mean that more are encouraged to use digital methods to resolve their enquiry.	Within existing resources with support from Communications Team	Ongoing throughout CAS period	1, 3, 5
5. Exploration of a suitable customer access platform, specifically in relation to defining the user requirements of such a system. Anticipated that that work will provide the basis for a decision about resource requirements ahead of any further decision required in relation to starting any procurement process	Customer Service Team	Integrations with back office systems, seamless automations, increased efficiency of process	Customer Service Team, Programme Office and ICT	2020/21	1, 2, 3, 4
6. Sharing of information across the council	Customer Service Team	Sharing information about service provision and customer insight data provides opportunities to not only provide a better service to the customer but also assists with the identification of any system-wide improvements required.	Customer Service Team with support from the Policy Team	2019/20	1, 2, 3, 4

Action	Action owner	Primary benefit	Resourcing	Timescale	Key priority
7. Continuation of process improvement reviews	Customer Service Team	Ensures that any changes to the service provision since the last review or service take-on are identified and processes redefined to accommodate them, thereby improving the service to the customer	Within existing Customer Service Team resources	Ongoing throughout CAS period	1, 2, 3, 4, 5
8. Continue to work with service areas to increase opportunities to improve customer experience	Customer Service Team	Any customer feedback received will be used to make any identified changes to processes between the front and back office, and processes are changes to reflect these	Within existing Customer Service Team resources	Ongoing throughout CAS period	1, 2, 3, 4, 5
9. Introduce online customer survey forms for all service areas	Customer Service Team	Any customer feedback received will be used to make any identified changes to processes between the front and back office, and processes are changes to reflect these. Customer feedback will also be used to identify any customer service team training gaps or knowledge gaps, which will be factored into the ongoing staff training programme.	Customer Service Team, Strategic Comms Team ICT and Policy Team	2020/21	1, 3, 4

Action	Action owner	Primary benefit	Resourcing	Timescale	Key priority
10. Continue to provide support and training for customer service staff	Customer Service Team	A programme of ongoing training for the team will ensure that the standards of service expected and required will be maintained.	Within existing Customer Service Team Resources	Ongoing throughout CAS period	3, 5
11. Creation of digital champions within the customer service team	Customer Service Team	Use of existing resources to support customers who require extra help with accessing digital only services or information.	Within existing Customer Service Team resources	2019/20	3
12. Review process for tracking customer journey from first point of contact to resolution	Customer Service Team	This will allow us to better understand if customers are retrieving the information they need to resolve their enquiry at the first point of contact. It will also provide the information about how to improve the content and effectiveness of any front end systems of integrations required for the service being accessed.	Within existing Customer Service Team resources	2019/20	1, 2, 4

Action	Action owner	Primary benefit	Resourcing	Timescale	Key priority
13. Develop plans and identify ways to better identify, record and monitor customer insight data, and use this insight to enhance and improve access channels	Customer Service Team	This will allow us to better understand if customers are retrieving the information they need to resolve their enquiry at the first point of contact. It will also provide the information about how to improve the content and effectiveness of any front end systems of integrations required for the service being accessed.	Within existing Customer Service Team resources	Ongoing throughout CAS period	1, 2, 3, 4, 5
14. Prepare for the introduction of new ways of working at Mildenhall Hall and Western Way	Customer Service Team	Setting up a multi-disciplinary project team means that there is time to prepare for any changes required from the move to a new shared reception. It will require the support from partner organisations as well, so will assist in the early building of working relationship in order to understand each other's working practices and requirements.	Customer Service Team, programme office, ICT	2019/20	1, 4, 6

Action	Action owner	Primary benefit	Resourcing	Timescale	Key priority
15. Continue to develop pathways and processes to maximise the integration and automation opportunities from the point of initial customer contact to the point of service delivery.	Leadership Team and Customer Service Team	Transparent and real-time management of customer demands across the organisation, with the aim of reducing the number of steps in the process and quicker resolution(s) for the customer.	Within existing resources of the Customer Service Team, ICT Team and programme office	Ongoing throughout CAS period	1, 2, 3, 4
16. Continue our involvement in county-wide initiatives and discussions about integrated customer access across partner organisations.	Leadership Team and Customer Service Team	Maximises opportunities to improve and enhance the customer journey across different public sector organisations that the customer has reason to access, with the aim of only requiring the customer to tell their story once.	Within existing resources of the Customer Service Team	Ongoing throughout CAS period	1, 2, 3, 4, 5, 6
17. Continue to capture, monitor and report the information provided through the council's existing feedback mechanisms e.g. compliments, complaints and surveys	Customer Service Team	Information provided by service users considered as part of the ongoing process review and improvement programme gives context to the changes being made to systems and online content, as well as creating a better overall experience for the customer.	Within existing resources of the Customer Service Team	Ongoing throughout CAS period	1, 3, 5

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Overview and Scrutiny Committee



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Car Parking Update January 2018 - November 2018	
Report No:	OAS/SE/19/004	
Report to and date:	Overview and Scrutiny Committee	9 January 2019
Portfolio holder:	Councillor Peter Stevens Portfolio Holder for Operations Tel: 07775 877000 Email: peter.stevens@stedsbc.gov.uk	
Lead officers:	Cameron Findlay Car Parks Manager Tel: 01284 757413 Email: cameron.Findlay@westsuffolk.gov.uk Mark Walsh Assistant Director, Operations Tel: 01284 757300 Email: mark.walsh@westsuffolk.gov.uk	
Purpose of report:	To update Members on Off Street Parking outcomes and work priorities.	
Recommendation:	Overview and Scrutiny Committee: Members are asked to <u>note</u> the report.	
Key Decision: <i>(Check the appropriate box and delete all those that do not apply.)</i>	<i>Is this a Key Decision and, if so, under which definition?</i> Yes, it is a Key Decision - <input type="checkbox"/> No, it is not a Key Decision - <input checked="" type="checkbox"/>	

Consultation:		<ul style="list-style-type: none"> Engagement with customers and external partners has taken place over the past year in order to inform this report and its recommendations. 	
Alternative option(s):		N/A	
Implications:			
<p>Are there any financial implications? If yes, please give details</p>		<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <ul style="list-style-type: none"> Parking fees and charges provide revenue and costs to the Council. Any surplus income after operation, investment, maintenance and staffing costs have been deducted, helps pay for the delivery of other Council services in our town centres. No recommendations contained in this report will result in a significant budgetary variation to the car parking account 	
<p>Are there any staffing implications? If yes, please give details</p>		<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	
<p>Are there any ICT implications? If yes, please give details</p>		<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	
<p>Are there any legal and/or policy implications? If yes, please give details</p>		<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	
<p>Are there any equality implications? If yes, please give details</p>		<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p>	
Risk/opportunity assessment:		<i>(potential hazards or opportunities affecting corporate, service or project objectives)</i>	
Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
Car Park charges are set incorrectly resulting in either charges being too high or too low. Both scenarios could result in suboptimal performance in the car parks and town centres	Medium	Consultation has been carried out resulting in a clear rationale being provided by the O&S review for the proposed charges	Low
Town centres adversely affected by any increase	Low	Feedback from customers and other stakeholders along with benchmarking information demonstrates that the charges are not excessive in comparison to other comparable towns	Low

Ward(s) affected:	All Wards
Background papers:	Report CAB/SE/15/078 dated 8 December 2015 – Report of Overview and Scrutiny Task and Finish Group report on Car Parking.
Documents attached:	None

1. Key issues and reasons for recommendation

1.1 This report provides an update of the car parking service between January and November 2018, identifying use by customers and projects undertaken across the year.

Usage

1.2 A total of 2,592,487 car parking events were recorded between January and November 2018 across all car parks in the Borough (including the Country Parks and Leisure Centres). This figure is 2.6% down compared to the same period in 2017.

1.3 The number of transactions made specifically in Bury St Edmunds town centre was 2,140,313 in 2018 compared to 2,229,391 in 2017 (down 4%) whilst Haverhill recorded a total of 452,174 parking events in 2018 compared with 432,660 in 2017 (a rise of 4.5%).

1.4 The reduction in parking activity closely mirrors footfall figures and general trends in retail and parking activity both locally and nationally.

1.5 In Bury St Edmunds town centre, the fall in parking events is mostly seen in the main short stay 'shopper' car parks, particularly in the Cattle Market/arc (-3.9%); St Andrews short stay (-6.7%); Robert Boby Way (-3.7%) and Parkway Surface (-1.6%). It is worth noting that the lower cost short stay car parks have also seen less use (Robert Boby, St Andrews and Parkway Surface) and indicates that a trend toward shorter visits is not linked to cost. Long stay parking has remained fairly strong: Ram Meadow and St Andrews have seen small rises of around 1.5% but Parkway MSCP has seen a drop of 10% mainly due to the short stay regime on the weekends – a trend that is seen across all short stay car parks.

1.6 In Haverhill, a similar reduction in short stay parking is evidenced (Lower Downs Slade -3.3%) but overall parking activity has been boosted by high demand at Ehringshausen Way (+24%). Anecdotal feedback suggests this may be due to demand at the new Poundstretcher store opening after the site had been unoccupied for several years.

1.7 Weekly ticket sales in St Andrews and Ram Meadow have continued to grow significantly (+12.4% and +17.3% respectively) whilst they have declined by 5.4% in Parkway MSCP. Season tickets (which offer discounts over longer periods) have declined by 48.5% which would suggest that the cheaper outlay for a weekly ticket is preferable due to the discounts being the same on each product.

1.8 Adoption of cashless alternatives to coin payments at pay machines continues to see high adoption. The value of credit/debit card transactions has increased by 58% to £460,000 whilst the value of payments through RingGo has risen 21% to £540,000.

1.9 The financial impact of prolonged Highways works in Bury St Edmunds can be seen to have affected demand in this last period. Lower Baxter St dropped 21% in usage during the period of works to the highway whilst St

Andrews short stay dropped by 6.7% due to access issues as a result of the extended works at Station Hill and the roundabout off Tayfen Rd. Anecdotal reports from customers indicated that the likelihood of queuing put customers off their visits to town.

1.10 Weather may also have played a part in reduced short stay (shopping) parking over the period. Snow reduced demand in the early months of the year and was followed by a notably hot summer. Examples of the impact are:

- Snow in 28 February – 1 March caused 77% decrease in usage
- Summer heat wave – 23-29 July. Transaction down in BSE by 11% (4,800 less)

Car Park Usage Tables

1.11 Bury St Edmunds

Car Park	2017	2018	%
School Yard East	27,256	27,231	-0.09
School Yard West	38,480	38,666	+0.48
St Andrews	333,227	310,853	-6.7
Ram Meadow	308,311	312,936	+1.5
Robert Boby Way	216,111	208,119	-3.7
Cattle Market/arc	772,973	742,694	-3.9
Parkway MSCP	259,966	233,442	-10.0
Parkway Surface	138,166	135,941	-1.6
Lower Baxter St	32,787	25,906	-21.0
Shire Hall (weekends)	3,543	3,230	-8.8
Hardwick Heath	98,571	101,295	+2.7

1.12 Haverhill

Car Park	2017	2018	%
Leisure Centre	88,171	80,309	-8.9
Lower Downs Slade	100,468	97,103	-3.3
Meadows	14,394	14,941	+3.8
Corn Exchange	11,619	10,960	-5.6
Town Hall	71,811	67,141	-6.5
Ehringshausen Way	146,197	181,720	+24

1.13 As a result of the falling transactions, income fell by £109,477 (-2.7%) to £3,919,776 between 1st January 2018 to 30 November 2018 compared to the year previous.

Issue of Fines

1.14 A total of 6,339 parking fines were issued in the car parks between January and November 2018 representing a rise of 49% against the previous

period. This can be largely attributed to less vacancies within the front line team. The car parking service continues to develop an ambassadorial, customer focused approach to service delivery and these figures indicate that the majority of our customers understand and comply with our car parking regulations. The number of fines issued continues to represent only 0.2% of our total transactions, indicating that 99.8% of our customers comply with the regulations.

Service Improvement

1.15 Electric Charging Points

There are six Electric Charging Points available to electric/hybrid car users; four in Bury St Edmunds (Parkway Multi Storey and Ram Meadow car parks) and two in Haverhill at the Ehringshausen Way car park. In addition, two bays are being provided at the School Yard East car park in Bury St Edmunds giving access to a newly installed 'rapid' charging point allowing an average vehicle to be charged in around an hour. This is due to go live in early 2019. Given the authority's commitment to the promotion of green energy, vehicles are not charged for parking but are required to pay a charge for the electricity.

1.16 Park Mark

As in previous years, the Council's pay and display car parks have been independently inspected by the police and parking specialists and all car parks in SEBC are currently awarded with the Park Mark accreditation. The award is for two years with an interim review after one year which we are currently undertaking. The award covers the level of safety, cleanliness, quality of signage, frequency of patrols by uniformed attendants, and maintenance within our car parks. The Borough's car parks have again been recognised for their high quality of management with a Park Mark award.

1.17 Disabled Parking Accreditation

This accreditation is a new initiative by the charity Disabled Motoring UK (DMUK) and is managed by the British Parking Association (BPA). Car parks that achieve the DPA demonstrate to their customers that they are committed to creating high quality parking facilities for disabled people. All the Borough's car parks were assessed in December 2017 and passed with only Ram Meadow requiring some upgrading to create two new disabled bays. As with Park Mark, this is a two year award with an interim 12 month assessment planned for in early 2019.

Civil Parking Enforcement

1.18 As previously noted, in February 2017 Cabinet agreed a business model for the potential transition of on-street parking enforcement in Suffolk from the Police to Local Authorities. Such a change is known as Civil Parking Enforcement (CPE). An outline application has been submitted by Suffolk County Council to Department of Transport with a view to implementing the new enforcement regime from April 2019. We await confirmation from the Department of Transport (DfT) that the processing and legislative timeline

is acceptable given the commitment of resources to Brexit. Despite the most recent re-application being made in September 2017 there is still no definitive go-live date indicated by the DfT.

Planning for Future Car Parking Provision in Bury St Edmunds

1.19 During the year we have been undertaking occupancy testing of our car parks to test growth assumptions made by an independent assessment in 2015.

Updated occupancy figures suggest:

- a) *Weekday* – Across all car parks occupancy peaks at 72% full, averages at 60% across day
- b) *Saturday* – Across all car parks occupancy peaks at 96% full for 1.5 hours, averages at 70% across day.
- c) Cattle market is still operating above 95% occupancy on Saturday for 3.5hrs, Parkway surface 2.5hrs, St Andrews for 2hrs.
- d) Based on existing usage and growth, it is anticipated that the average duration of full occupancy will increase to 2hrs by 2025 and to 3.5 hrs by 2035 at peak times
- e) *Sunday* – Across all car parks occupancy peaks at 52% full, averages at 40% across day
- f) Ram is up by 7% but Parkway MSCP is down by 10% - displacement based on cheaper tariff
- g) Cattle market/arc car park is down 8.6% whilst Robert Boby, our lowest tariff car park, is down 10%.

1.20 This data suggests that peak time demand for parking will continue and by 2035 an additional 485 spaces will be needed at peak time. Conversely across the week the supply of car parking spaces is significantly well below levels of stress.

1.21 A review of potential sites for a new car park providing further capacity in the town has been undertaken. However, given the reduction in car parking occupancy, the fall in transactions, the reduced income and minded of the significant investment needed in building a new car park, this option will not be progressed at the current time. Capacity demands can be managed over the short to medium term and a review of occupancy and performance will be undertaken on an annual basis. Mitigation measures to address peak time capacity issues are set out below. Should there be a reversal of the current trends, the feasibility work already started on a new car park will be progressed to a full business case.

2. Conclusion and future work streams

- 2.1 We recognise that the Car Parking Review is not due to commence until next summer and that there are obvious challenges facing parking across the Borough in the coming months, these being falling parking events at off peak times, higher levels of occupancy at peak times, the deferment of Civil Parking Enforcement and concerns by business and retail sectors about a reduction in town centre footfall.
- 2.2 Short term objectives will therefore include:
- a) Developing a marketing strategy to promote the park and walk scheme at Olding Road with the offer of free long stay parking. This will be carried out in conjunction with a review of infrastructure including improvements to the access, highway and footpath signage;
 - b) Engaging with the owners of car parks in and around the town centres to provide long stay parking for general public use at weekends;
 - c) Working with the Our Bury St Edmunds BID team and the business community in Haverhill to identify initiatives to increase footfall in the town centres and raise the number of parking events across the car parks; and
 - d) Engage with SCC and seek funding to improve signage in Bury St Edmunds. This could not only display occupancy information for the car parks, but have the ability to display traffic warning and promote special events.
- 2.3 This report has made reference to issues of occupancy at peak times and this undoubtedly limits our ability to deliver a pay on exit payment facility. Members will recall that Cabinet agreed in 2015 that all car park must operate below 95% occupancy at peak times before Pay on Exit could be implemented or risk significant town centre congestion. Current peak time usage means this level has not been met. Nevertheless, we recognise the preference by some users to be able to pay at the end of their visit and to flexibly extend their stay if required. To this end, new technology is being explored with RingGo that will enable to the user to pay at the end of their stay and we are working on a proposal using mobile communications that can be trailed in Spring 2019.

Overview and Scrutiny Committee



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Public Space Protection Order (PSPO) Bury St Edmunds - Addition of Condition	
Report No:	OAS/SE/19/005	
Report to and date:	Overview and Scrutiny Committee	9 January 2019
	Joint Executive (Cabinet) Committee	12 March 2019
Portfolio holder:	Councillor Robert Everitt Portfolio Holder for Families and Communities Tel: 01284 769000 Email: robert.everitt@stedsbc.gov.uk	
Lead officer:	Helen Lindfield Families and Communities Officer Tel: 01284 757620 Email: helen.lindfield@westsuffolk.gov.uk	
Purpose of report:	To propose an addition to the current conditions to the existing town centre PSPO in relation to non- congregation of vehicles to reduce incidences of anti- social behaviour.	
Recommendation:	<p>Overview and Scrutiny Committee:</p> <p>It is <u>RECOMMENDED</u> that the Joint Executive (Cabinet) Committee be recommended to approve an additional condition to the current Public Space Protection Order, in respect of "non-congregation of vehicles in Bury St Edmunds town centre", for the purposes of reducing anti- social behaviour; <u>subject to public consultation.</u></p>	

<p>Key Decision:</p> <p><i>(Check the appropriate box and delete all those that do not apply.)</i></p>	<p><i>Is this a Key Decision and, if so, under which definition?</i></p> <p>Yes, it is a Key Decision - <input checked="" type="checkbox"/></p> <p>No, it is not a Key Decision - <input type="checkbox"/></p> <p>(a) A key decision means an executive decision which, pending any further guidance from the Secretary of State, is likely to:</p> <p>(i) be significant in terms of its effects on communities living or working in an area in the Borough/District.</p> <p>(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 [the] Constitution.</p>
<p>Consultation:</p>	<p>Prior to seeking Cabinet approval on 12 March 2019 a four week consultation period will be carried out with key stakeholders as laid down in the Anti-Social Behaviour Crime and Policing Act 2014 (s59 -79). Consultation will run from 16 January to 13 February 2019.</p>
<p>Alternative option(s):</p>	<ul style="list-style-type: none"> Do not add to the condition
<p>Implications:</p>	
<p><i>Are there any financial implications? If yes, please give details</i></p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> Purchase and erection of replacement of signs (approximately. 30 signs in Bury St Edmunds at a cost of £700) Funding has been identified from ASB Home Office funding within the existing Families and Communities budget.
<p><i>Are there any staffing implications? If yes, please give details</i></p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <ul style="list-style-type: none"> PSPOs can be enforced by Police Officers, Police Staff (PCSOs) and West Suffolk Council enforcement officers.
<p><i>Are there any ICT implications? If yes, please give details</i></p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <ul style="list-style-type: none">
<p><i>Are there any legal and/or policy implications? If yes, please give details</i></p>	<p>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></p> <ul style="list-style-type: none"> The proposed additional condition has been prepared by the Councils' legal team
<p><i>Are there any equality implications? If yes, please give details</i></p>	<p>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></p> <ul style="list-style-type: none">
<p>Risk/opportunity assessment:</p>	<p><i>(potential hazards or opportunities affecting corporate, service or project objectives)</i></p>

Risk area	Inherent level of risk (before controls)	Controls	Residual risk (after controls)
	Low/Medium/ High*		Low/Medium/ High*
Public perception – negative perception of the impact of the additional condition on the PSPO	High	Information provided to explain the purpose. Effective consultation process to be completed	Low
Reputation- no enforcement activity taken	High	Work with the community. Encourage information and evidence to be provided of any breaches	Medium
Ward(s) affected:		Risbygate, Abbeygate, Eastgate and Westgate	
Background papers:		None	
Documents attached:		<p>Appendix A – Evidence to support the addition of a new condition to the existing PSPO.</p> <p>Appendix B – Draft PSPO order</p> <p>Appendix C – Map showing restricted area</p>	

Key issues and reasons for recommendation

1. Background

- 1.1. In 2017 St Edmundsbury Borough Council implemented a Public Space Protection Order (PSPO), covering Bury town centre, to address two issues of anti-social behaviour (ASB); alcohol related ASB and street begging.
- 1.2. PSPOs are reviewed after a three-year period (Sept 2020), however can be varied, in either conditions or area, at any time during that period, subject to consultation.
- 1.3. There is a proposal to add a further condition to the existing PSPO in relation to non-congregation of vehicles in the town centre.

2. Anti-social behaviour caused by the congregation of vehicles

- 2.1. Anti-social behaviour can be caused by people who congregate to 'show' their vehicle and 'race' on public highways. The racing element includes speeding and performing 'donuts', and the showing includes revving engines whilst stationary and playing music with the doors open, which can be heard outside the vehicle.
- 2.2. There is also associated littering (including empty gas canisters) and damage to highways and public street furniture. (see **Appendix A**).
- 2.3. This usually occurs in the evenings anytime from 6pm through to 4am at any time of year however is more prevalent in the lighter nights of the Spring/Summer.
- 2.4. This behaviour constitutes anti- social behaviour and causes alarm, harassment and distress to residents and businesses that live or work nearby.

3. Cases of anti-social behaviour in Bury St Edmunds town centre

- 3.1. Between September 2017 and September 2018 Suffolk Police have received 23 complaints about anti-social behaviour caused by the congregation of vehicles from residents and Arc management who live and work in and around the town centre and the ARC car park. (See **Appendix A**). Nelson Road Residents Association has also written a letter of complaint to Bury St Edmunds MP Jo Churchill.
- 3.2. In previous years several initiatives aimed at engagement and enforcement have been tried which include multi agency enforcement action events and engagement evenings. Whilst these are effective in the short term, each year a new cohort of individuals appear and the problem begins again.
- 3.3. As the town centre already has a Public Space Protection Order (PSPO) in place, it is proposed to strengthen this by adding a further condition, (subject to consultation) which would be around non- congregation. (see 3.4).

Enforcement of the new condition in the PSPO will be greatly assisted as the area is covered by CCTV and, by additional private security in the Arc centre and underground car park, who are already aware of this issue and reporting matters regularly to the Police.

- 3.4. With the above in mind, it is proposed that the additional condition will be as follows:

No persons shall, within the restricted area:

Gather in groups of two or more motor vehicles for purposes other than simply parking which will cause or is likely to cause harassment, alarm and distress to others between the hours of 6pm and 4am by performing any of the activities listed below:

- a) Using a motor vehicle to perform stunts.**
- b) Repeatedly sounding horns and/or revving engines (as to cause a public nuisance).**
- c) Playing music excessively loud (as to cause a public nuisance).**
- d) Using foul or abusive language.**
- e) Using threatening, intimidating behaviour towards another person.**
- f) Causing obstruction on a public highway, or a publicly accessible space, whether moving or stationary**

4. Consultation requirement for a variation of a PSPO

- 4.1. In accordance with the legislation where a variation to the conditions of an existing PSPO is required, consultation must take place before final consideration by Cabinet. The consultation period will start on 16 January 2019 and finish on 13 February 2019.

The range of the consultation must include as a minimum all interested parties and will include:

- Suffolk Police – Western area
- Our Bury St Edmunds
- Bury Town Council
- Elected members for affected wards
- County council elected members for affected wards
- Arc management
- Residents associations- Nelson Road, Eastgate, Churchgate and Saxongate

The above consultees will receive a personal letter inviting them to take part in the consultation, which will also be posted on West Suffolk councils' website. A

media briefing will take place in relation to the consultation and how to take part.

5. Publication and signs

- 5.1. Following the period of consultation and democratic approval, the amended order will be published on West Suffolk councils' website, and be displayed in the restricted area by appropriate signage. The existing sites for signage will be used with a revised sign.
- 5.2. There are currently 30 signs relating to the PSPO in the town centre and these will be replaced at an estimated cost of £700. Funding has been identified from an existing budget.

6. Enforcement

- 6.1. A PSPO can be enforced by council enforcement officers, Police officers or Police Community Support officers
- 6.2. It is an offence to without reasonable excuse to:
 - Do anything that the person is prohibited from doing by a PSPO; or
 - Fail to comply with a requirement to which a person is subject under a PSPO

A breach of a PSPO is an offence. This will be disposed of by way of a fixed penalty notice or by prosecution. On conviction, a level three summary fine can be applied by a magistrate.

7. Other tools for enforcement across West Suffolk councils area

- 7.1. West Suffolk councils are working with Suffolk Police and we are committed to use the most effective tools to resolve this issue. We have looked at a number of options within civil and criminal legislation as well as what other police force and authorities have found effective. In particular, there are regular reports of anti-social behaviour caused by congregation of cars, speeding and other behaviour in the Moreton Hall area. The Council is working with the Police to address this matter through the use of injunctions and other action.
- 7.2. Both the Council and the Police recognise the problem caused by this issue and want to implement the quickest, most effective action we can that will also have a strong deterrent and high penalties within what the law allows.
- 7.3. Research from other areas has shown that use of injunctions will give a quick, targeted and robust response to those who are committing this anti- social behaviour. Injunctions are easy and quick to put into place by the County Court or High Court and a breach is considered a contempt of court and a criminal not civil matter. This means penalties are greater than other legislation.

- 7.4. Conditions of the injunction can include non- congregation of **two** or more vehicles within stated times (e.g. 6pm – 4am) within a specified area and can be served to known and unknown persons. In effect, this would enable Police to order people congregating in cars to leave the specified area even if they are not committing a crime. Therefore, even if they do not witness the offence they can still take action and if the injunction broken again criminal action taken. Our legal Team is now in the process of drawing up relevant injunctions with the Court.
- 7.5. The use of injunctions as an enforcement tool will be adopted across West Suffolk councils.

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APPENDIX A

Addition of a new condition to existing PSPO in Bury St Edmunds
Evidence of littering – from Nelson Road Residents association



Examples Police Complaint Logs for the Town Centre Area

September 2017 – September 2018

Report of vehicle racing around town centre up parkway, doing burnouts

Report of vehicles doing donuts and handbrake turns.

Following double fatal lots boy racers meet up in the arc car park for a procession

Group of youths racing around and set fire to rubbish bin in car park

Reports of vehicles racing around the carpark and nearly hit R/P felt unsafe and threatened by this racing

Reports of vehicles driving erratically, drifting and doing handbrake turns, making tyres smoke

Reports of loud music coming from cars in car park, 6 vehicles present

Reports of 3 vehicles driving around drifting and skidding in the car park doing handbrake turns.

CCTV of vehicle being driven round with people hanging out of the boot

Reports of vehicle issued with s.59 seen driving in anti-social manner so vehicle seized in arc car park

Reports of vehicles doing donuts and causing a nuisance in car park, racing around

Boy racers using the Multi-storey to race around and then doing circuits up and down parkway

Reporting issues of boy racers using the arc car park and parkway as a racing track. Happening nightly

Reports of group of boy racers in carpark shouting and swearing

Reports of boy racers roaring around the car park, very loud exhausts and getting louder and louder

Reports of group of boy racers in carpark shouting and swearing

Reports large group in car park racing round and people screaming and shouting at what the vehicles are doing

Reporting large group of vehicles gathering in car park, fighting and driving around causing a nuisance

Problems with boy racers and smell of drugs coming from the vehicles.

Reporting issues with youths in vehicles speeding and skidding , revving round the car park

Reporting boy racers drifting around the car park and wheel spinning.

Lots of noise and loud bangs being set off, lots rubbish in arc carpark nitrous oxide canisters.

Police find vehicle being driven in anti-social manner section 59 in place so vehicle seized

BURY ST EDMUNDS

ANTI-SOCIAL BEHAVIOUR, CRIME AND POLICING ACT 2014

SECTION 59

PUBLIC SPACES PROTECTION ORDER

This order is made by St Edmundsbury Borough Council (the 'Council') and shall be known as the Public Spaces Protection Order (Alcohol, Begging, Congregation and Anti-Social Use of Vehicles) 2019

PRELIMINARY

1. The Council, in making this Order is satisfied on reasonable grounds that:

The activities identified below have been carried out in public places within the Council's area and have had a detrimental effect on the quality of life of those in the locality,

and that:

the effect, or likely effect of the activities:

is, or is likely to be of a persistent or continuing nature,

is, or is likely to be, such as to make the activities unreasonable, and justifies the restrictions imposed by the notice.

2. The Council is satisfied that the prohibitions imposed by this Order are reasonable to impose in order to prevent the detrimental effect of these activities from continuing, occurring or recurring, or to reduce that detrimental effect or to reduce the risk of its continuance, occurrence or recurrence.
3. The Council has had particular regard to the rights and freedoms set out in Article 10 (right of freedom of expression) and Article 11 (right of freedom of assembly) of the European Convention on Human Rights and has concluded that the restrictions on such rights and freedoms imposed by this Order are lawful, necessary and proportionate.

THE ACTIVITIES AND PROHIBITION

4. (i) No person shall within the restricted area, refuse to stop drinking alcohol or hand over containers (sealed or unsealed) which are believed to contain alcohol, when required to do so by an authorised officer, to prevent public nuisance, anti-social behaviour or disorder
- (ii) Persons within the restricted area will not approach another person either in person or verbally in order to beg from the other person
- (iii) Persons within the restricted area will not sit or loiter in a public space, with any receptacle used to contain monies for the purpose of begging.
- (iv) No person shall within the restricted area, gather in groups of two or more motor vehicles for purposes other than simply parking, which will cause or is likely to cause harassment, alarm and distress to others between the hours of 6pm and 4am by performing any of the activities listed below.
- a) Using a motor vehicle to perform stunts.
 - b) Repeatedly sounding horns and/or revving engines (as to cause a public nuisance).
 - c) Playing music excessively loud (as to cause a public nuisance).
 - d) Using foul or abusive language.
 - e) Using threatening, intimidating behaviour towards another person.
 - f) Causing obstruction on a public highway, or a publicly accessible place, whether moving or stationary.

A person shall not engage in any of the Activities listed above anywhere within the restricted area as shown shaded on the attached map labelled 'The Restricted Area'

PERIOD FOR WHICH THIS ORDER HAS EFFECT

5. This Order will come into force at XX.XX on XXXXXXXX and will expire at XX.XX on XXXXXXXX.
6. At any point before the expiry of this three year period the Council can extend the Order by up to three years, if they are satisfied on reasonable grounds, that this is necessary to prevent the activities identified in the Order from occurring or recurring or to prevent an increase in the frequency or seriousness of those activities after that time.

WHAT HAPPENS IF YOU FAIL TO COMPLY WITH THIS ORDER?

Section 63 of the Anti-Social Behaviour Crime and Policing Act 2014 says that it is a criminal offence if a person, without reasonable excuse, fails to comply with a requirement of a constable or authorised person -

- (a) not to consume, in breach of the order, alcohol or anything which the constable or authorised person reasonably believes to be alcohol;
- (b) to surrender anything in the persons possession which is, or which the constable or authorised person reasonably believes to be, alcohol or a container for alcohol.

A person guilty of an offence under section 63 is liable on conviction in the Magistrates Court to a fine not exceeding level 2 on the standard scale.

Section 67 of the Anti-Social Behaviour Crime and Policing Act 2014 says that it is a criminal offence for a person without reasonable excuse-

- (a) to do anything that the person is prohibited from doing by a public spaces protection order, or
- (b) to fail to comply with a requirement to which the person is subject under a public spaces protection order.

A person guilty of an offence under section 67 is liable on conviction in the Magistrates Court to a fine not exceeding level 3 on the standard scale.

FIXED PENALTY

A constable, police community support officer or council enforcement officer may issue a fixed penalty notice to anyone he or she believes has committed an offence under section 63 and/or section 67 of the Anti-Social Behaviour, Crime and Policing Act. You will have 14 days to pay the fixed penalty of £80. If you pay the fixed penalty within the 14 days you will not be prosecuted.

APPEALS

Any challenge to this order must be made in the High Court by an interested person within six weeks of it being made. An interested person is someone who lives in, regularly works in, or visits the restricted area. This means that only those who are directly affected by the restrictions have the power to challenge. The right to challenge also exists where an order is varied by the Council.

Interested persons can challenge the validity of this order on two grounds: that the Council did not have the power to make the order, or to include particular prohibitions or requirements; or that one of the requirements of the legislation, for instance consultation, has not been complied with.

When an application is made the High Court can decide to suspend the operation of the order pending the Court’s decision, in part or in totality. The High Court has the ability to uphold the order, quash it, or vary it.

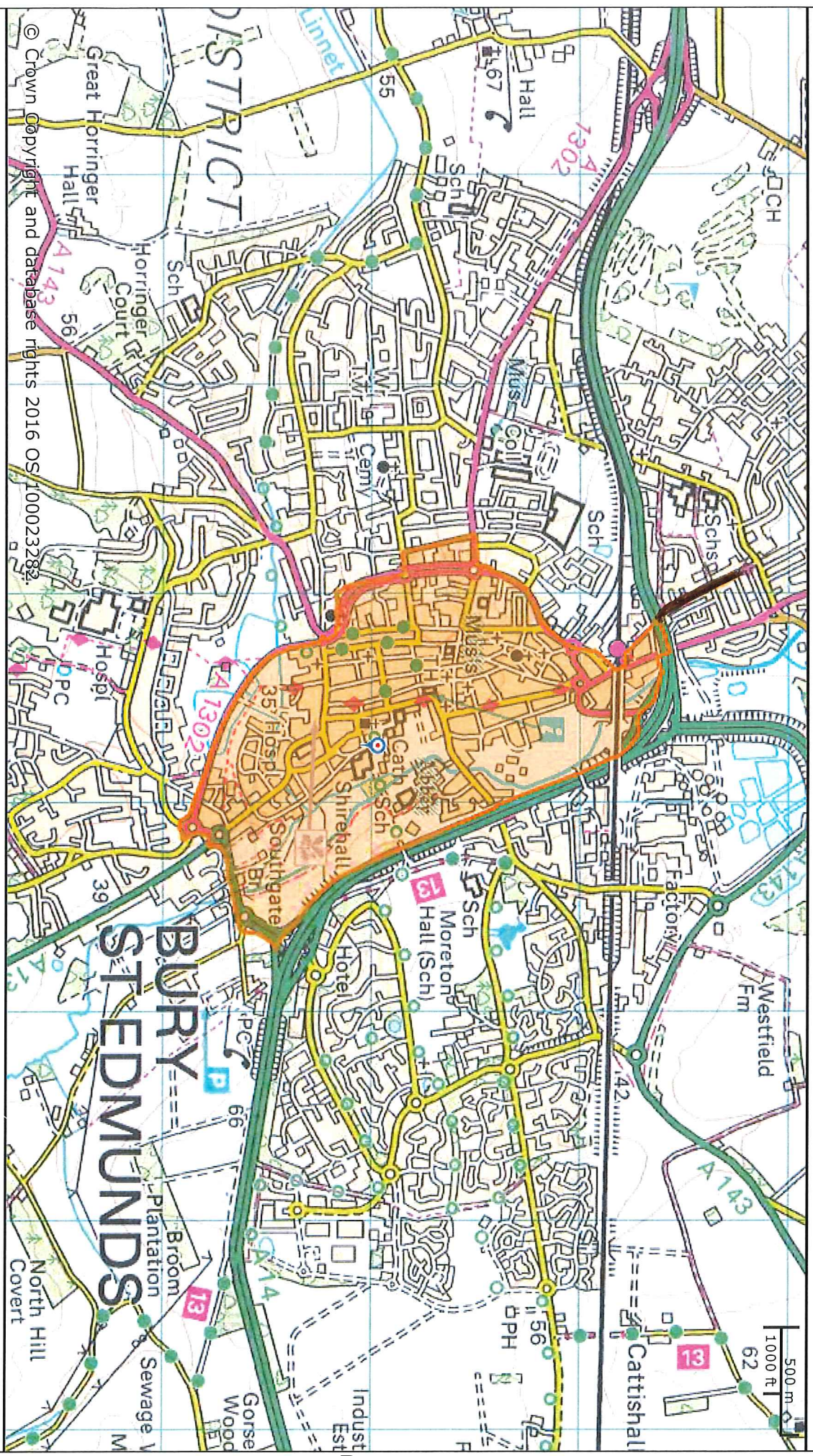
Dated.....

The Common Seal of)
ST EDMUNDSBURY BOROUGH COUNCIL)
was affixed in the presence of)

.....

Authorised Signatory

BSE DRAFT PSPO RESTRICTED AREA



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 Western Way
 Bury St Edmunds
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 01284 763233

Forest Heath & St Edmundsbury councils
West Suffolk
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Scale: 1:25000

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Overview and Scrutiny Committee



St Edmundsbury
BOROUGH COUNCIL

Title of Report:	Work Programme Update	
Report No:	OAS/SE/19/006	
Report to and date:	Overview and Scrutiny Committee	9 January 2019
Chairman of the Committee:	Councillor Diane Hind Chairman of the Overview and Scrutiny Committee Tel: 01284 706542 Email: diane.hind@stedsbc.gov.uk	
Lead officer:	Christine Brain Democratic Services Officer (Scrutiny) Tel: 01638 719729 Email: Christine.brain@westsuffolk.gov.uk	
Purpose of report:	<p>1) To update the Committee on the current status of its rolling work programme of annual items for scrutiny during 2019.</p> <p>2) To ask the Committee to identify questions for the Cabinet Member for Resources and Performance, in advance of his attendance on 13 March 2019.</p>	
Recommendation:	<p>Overview and Scrutiny Committee:</p> <p>1) That, Members <u>note</u> the current status of the work programme and the annual items expected during 2019.</p> <p>2) <u>Identify questions</u> for the Cabinet Member for Resources and Performance to cover in his annual report to the Committee in March 2019.</p>	
Key Decision: (Check the appropriate box and delete all those that do not 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>	
Documents attached:	Appendix 1 – Current Work Programme	

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, following the completion of the work programme suggestion form, 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.
- 1.1.3 The current position of the work programme for the 2019 is attached at **Appendix 1** for information.

1.2 Portfolio Holder Annual Presentations

- 1.2.1 At every ordinary Overview and Scrutiny meeting at least one Cabinet Member attends to give an account of his or her portfolio and to answer questions from the Committee.
- 1.2.2 At the Committees meeting on 13 March 2019, the Cabinet Member for Resources and Performance will be attending to give his annual update to the Committee.
- 1.2.3 The Committee is therefore asked to **identify questions for the Cabinet Member for Resources and Performance** to cover in her annual report to the Committee.

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 Member	Details
13 March 2019		
Annual Portfolio Holder Report	Cabinet Member for Resources and Performance	The Portfolio Holder has been invited to provide an update on their portfolio and to answer questions from the Committee.
Shadow Executive (Cabinet) Decisions Plan	Leader of the Shadow Council	To receive information on forthcoming decisions to be considered by the Shadow Executive (Cabinet).

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