

<b>BURY ST EDMUNDS CHRISTMAS FAYRE - OPERATIONAL PLAN (2015-2020)</b>						
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<b>No.</b>	<b>Theme</b>	<b>Process</b>	<b>Action</b>	<b>Person or group responsible</b>	<b>Timings</b>	<b>Progress made as at May 2018</b>
1	Council statements for the Christmas Fayre	Vision	Revise vision to "The Bury St Edmunds Christmas Fayre is a fun, festive and inclusive event for all ages. The event is designed to attract visitors and have a positive effect on local people and businesses. The Fayre is provided by St Edmundsbury Borough Council."	Cabinet	<b>December 2015 - December 2019</b>	<b>Action completed.</b> Statements have been utilised when needed.
2	Council statements for the Christmas Fayre	Commitment	The Council should commit to the Christmas Fayre for the remainder of the current administration. This will allow the Markets Development Officer to procure contracts for the Fayre which should generate budget savings.	Cabinet	<b>December 2015 - December 2019</b>	<b>Action completed.</b> Statements have been utilised when needed.
3	Council statements for the Christmas Fayre	Cost neutral	As a minimum, the Christmas Fayre should be run as a cost-neutral event by the Council. Additional budget spend should be approved by the Section151 Officer.	Finance Business Partner	<b>December 2015 - December 2019</b>	<b>Action completed.</b> Statements have been utilised when needed. However, since the event has progressed, it is no longer cost-neutral. It is estimated that the cost to the council for the 2017 Christmas Fayre was in the region of £20,000.
4	Council statements for the Christmas Fayre	Future management and marketing of the Fayre	The Council should continue to provide the Christmas Fayre for the benefit of its communities and businesses and should work in partnership with other organisations to maximise the potential of all major events that are delivered across the Bury St Edmunds town centre.	Growth Officer	<b>December 2015 - December 2019</b>	<b>Action completed.</b> Statements have been utilised when needed.
5	Council statements for the Christmas Fayre	Delivery of the Operational Plan	The Markets Development Officer and Christmas Fayre Project Group shall be responsible for the delivery of this operational plan. Internal support has been identified where relevant.	Christmas Fayre Project Group	<b>December 2015 - December 2019</b>	<b>Action completed.</b> Statements have been utilised when needed.
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6	Christmas Fayre review	Democratic Process	Overview and Scrutiny to consider the report and recommendations on 11 November	Service Manager - Economic Development	<b>Nov-15</b>	<b>Action completed.</b>
7	Christmas Fayre review	Democratic Process	Cabinet to consider the recommendations from the Overview and Scrutiny Committee on 8 December	Service Manager - Economic Development	<b>Dec-15</b>	<b>Action completed.</b>

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8	Christmas Fayre review	Communications	A link to the Cabinet decision and associated documents to be published and communicated via email, press release and social media.	Service Manager - Communications	<b>Dec-15</b>	<b>Action completed.</b>
9	Economic Impact	Incentives for return visits	Work in partnership with 'Our Bury St Edmunds' and the Tourism Group to explore incentives for Christmas Fayre visitors to return to Bury St Edmunds. A mechanism for recording the success of the scheme should be implemented.	Marketing Manager	<b>2016/17 Fayre</b>	<b>Action in progress.</b> Now that the Destination Management Organisation (Bury St Edmunds and Beyond) is up and running, officers have been working with the DMO manager to produce incentives. For example, vouchers to encourage return visits (at other times of the year) will be given out at the 2018 fayre; these return visits can then be analysed and monitored
10	Economic Impact	Visitor survey	Create and target a more sophisticated visitor survey that produces results that can be used for economic impact modelling.	Policy Business Partner	<b>2016 Fayre</b>	<b>Action completed.</b> An online survey was produced by the Policy team. The data has been used to find out the percentage of local residents. The survey results told us that there was a high percentage of visitors from 25+ miles away, so local people were targeted for the 2016 fayre which resulted in the 'locals night'.
11	Finance	Cost recovery	The Markets Development Officer should work with the Commercial Manager to explore additional income generation that can be reinvested in providing a well-organised and professional event.	Commercial Manager	<b>December 2015 - April 2019</b>	<b>Action in progress.</b> The Commercial Manager post was disestablished. However the Markets Development Officer has worked with the Cathedral and Abbey Gardens Park Manager to identify additional space. This has resulted in extra income from additional stalls.
12	Finance	Cost recovery	Areas to be initially explored for income generation by the Commercial Manager are business advertising and event sponsorship.	Commercial Manager/ Marketing Manager	<b>2016 Fayre</b>	<b>Action completed.</b> There has been additional in-kind sponsorship. For example, the programme is now produced by Haarts Estate Agent (saving £2,000) and Greene King provide their car park and continue to provide financial support (saving £6,000).

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13	Finance	Cost recovery	Assess the potential of using Moyses Hall as a café and 'break out' area at a future Christmas Fayre.	Commercial Manager/ Heritage Manager	2016 Fayre	<p><b>Action completed.</b> In 2016/17 a mini café was trialled, however it made a loss two years in a row due to the large food and drinks offer in the town already. It was also trialled as a 'break out'/drop-in for parents, however the museum was swamped with prams and shopping bags meaning those that were visiting the galleries were restricted (and the museum only has one accessible toilet).</p> <p>We will not be looking at this option again, since we have extended the successful Sci-fi and Action Exhibition so that it is open during the Christmas Fayre to maximise potential revenue. This has increased the footfall and income to the museum service as we have costumed characters and themed stalls like comic shop, art and film memorabilia.</p>
14	Finance	Internal recharges	Review the internal recharge costs for the Christmas Fayre to include accurate budget recharges for the Event Manager, Health and Safety Manager	Finance Business Partner	2017/2018 budget	<b>Action completed.</b>
15	Finance	Budget	Review the expenditure and income cost codes for the Christmas Fayre to ensure they are transparent and structured appropriately to support the financial management of the Christmas Fayre.	Finance Business Partner	2017/2018 budget	<b>Action completed.</b>
16	Finance	Highways recharge	Review the pricing structure for all events that require road closures and traffic management. Implement a pricing structure that, where appropriate, ensures full cost recovery.	Highways Officer/ Finance Business Partner	2016/2017	<b>Action completed.</b> The pricing structure was reviewed. Other event organisers are now encouraged to complete their own paperwork and operational costs are recharged. For civic events (e.g. St George's Day), SCC provide traffic management free of charge.
17	Finance	Fees/ donations for entertainment	Create a scheme of fees for the provision of entertainment at the Christmas Fayre. Engage with regular Christmas Fayre entertainers that are affected by the new scheme.	Commercial Manager/ Policy Business Partner	2016 Fayre	<b>Action completed.</b> Officers now work on a 'donation' scheme rather than 'fees', based on the size of the group and expenditure.

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18	Finance	Procurement of Christmas Fayre contracts	Explore the procurement of Christmas Fayre contracts (staging, first aid, traffic management etc.) and tender for the duration of the Christmas Fayre operational plan.	Procurement Manager/ Legal Service Manager	<b>2016 Fayre</b>	<b>Action completed.</b> There is a 3 year contract which will end after 2018 fayre.
19	Finance	Coach drop off	Review the current charging for coach 'drop-off' charges. Implement a scheme that ensures full cost recovery for administration and management of the bookings.	Commercial Manager/ Policy Business Partner	<b>2016 Fayre</b>	<b>Action completed.</b> Charges were reviewed which resulted in an increase in charges. The processes were reviewed, and where possible everything was made electronic. For 2018, coaches will be charged for Thursday as well as the other three days.
20	Governance	Reporting	Engage Leadership Team and Portfolio Holders in the review of past Christmas Fayres and planning for future Christmas Fayres.	Policy Business Partner	<b>1st report in Q1 2016/17</b>	<b>First report completed. Future engagement in progress.</b>
21	Governance	Project group	An internal officer led Christmas Fayre Project Group should be formed with a terms of reference and clearly defined roles and responsibilities for key officers.	Policy Business Partner	<b>2016 Fayre</b>	<b>Action completed.</b> An officer led operational group is now in place.
22	Governance	Information forum	Transform the Christmas Fayre Working Group into an information sharing and discussion forum. The forum should be used as an opportunity to discuss learning from the previous Christmas Fayre and update on progress and changes for the next Fayre.	The Working Group	<b>2016 Fayre</b>	<b>Action completed.</b> The group has been transformed, with new members (businesses in particular were invited to join the group).
23	Operational	Communications	Produce a communications and marketing plan for the Christmas Fayre that maximises the potential of the new website and social media.	Service Manager - Communications	<b>2016 Fayre</b>	<b>Action completed.</b> A communications plan is in place every year (the messaging was slightly different in 2017 due to highlighting security measures). Social media has also been key to getting the messages out. The Markets Development Officer has been/is working with the Destination Management Organisation to develop a joint marketing plan.
24	Operational	Communications	Produce briefing packs to include a 'programme of events' for local businesses and venues. Distribute in advance of the Christmas Fayre.	Marketing Manager	<b>2016 Fayre</b>	<b>Action completed.</b> A letter/programme is now distributed to local businesses. In addition to this, regular briefing meetings take place (e.g. with St John's Street Traders). An update is provided regularly to OurBuryStEdmunds for inclusion in their newsletters.

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25	Operational	Marketing	Work with Our Bury St Edmunds and other partners to ensure consistent and targeted marketing for all major events in Bury St Edmunds. Maximise the opportunity to encourage visitors to return for other events on the Bury St Edmunds calendar.	Marketing Manager	<b>December 2015 - April 2019</b>	<b>Action completed.</b> We continue to jointly market the town and events during the Christmas period.
26	Operational	Administrative support	Identify the administrative tasks and responsibilities (and equivalent FTE time) required to support the Christmas Fayre.	HR Business Partner	<b>2016 Fayre</b>	<b>Action completed.</b> An event plan is in place which identifies milestones. Plus a task list has been produced which has been updated as tasks have been modified since the last review.
27	Operational	Professional stewards	Implement a new staffing and operational structure for stewards that ensures stewards with suitable experience or qualifications are recruited at the Fayre. Where appropriate, offer training to key staff that manage volunteer/ less experienced stewards	HR Business Partner	<b>December 2015 - April 2019</b>	<b>Action completed.</b> This was reviewed during preparation for the 2017 Fayre, with a view to implementing a new structure during the 2018 Fayre.
28	Operational	Visitor figures	Use visitor numbers from the 2015 Fayre to review, and if necessary update, the mechanism for recording visitor numbers to the Christmas Fayre.	Policy Business Partner/ Health and Safety Manager	<b>2016 Fayre</b>	<b>Action completed.</b> Visitor numbers are recorded via CCTV, car parking and venue visitor numbers.
29	Operational	Accessibility	Ensure all areas of the fayre are disabled accessible. Where required implement alternative routes and communicate this on the website in advance of the Fayre and to stewards as part of their briefing.	Health and Safety Manager	<b>2016 Fayre</b>	<b>Action completed.</b> As far as reasonably practicable, all areas are accessible.
30	Operational	Food safety	Assess the capability of the online NCASS website (free) for the management of food stall bookings. If appropriate, manage the food stall bookings at future Fayre's using this solution.	Business Regulation and Licensing Manager	<b>2016 Fayre</b>	<b>Action completed.</b> This was investigated and not deemed appropriate for the fayre. It was agreed that any operators should have a food hygiene rating of 3 or above (previously this has not been required).
31	Operational	Car parking	Continue to explore the availability of additional car parking with businesses, schools and outside of the town for park and ride.	Service Manager - Car Parks	<b>December 2015 - April 2019</b>	<b>Action completed.</b> This has been explored further, resulting in additional public car parking at the Priory School and additional parking at the Park and Ride site. Trader car parking is now currently located on unused land.
32	Operational	Travel	Work in partnership with local travel providers to advertise the availability and frequency of bus and train services to the Fayre.	Marketing Manager	<b>2016 Fayre</b>	<b>Action completed.</b> Officers have regular contact with Abellio, who are aware of the event and now provide extra train services and carriages on the Sunday. Local bus providers are aware and provide double decker buses rather than the standard size buses.

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33	Operational	Disruption - resident and business engagement	Where possible, use email to communicate with town centre residents and businesses in advance of the Christmas Fayre, particularly regarding arrangements for road closure.	Highways Officer	2016 Fayre	<b>Action completed.</b> Communication is routinely done via local media. Businesses are emailed through OurBuryStEdmunds.
34	Operational	Pedestrian congestion and management of litter	Identify a suitable area outdoors to be used as a break-out area for the consumption of food bought at the Christmas Fayre.	Health and Safety Manager/ Operations Manager (Waste)	2016 Fayre	<b>Action completed.</b> Additional seating is now provided in the Cathedral Courtyard, which complements the existing Cathedral offer. Several churches throughout the town open for people to drop in and rest.