

Christmas Fayre Review 2018

SWOT analysis of current arrangement for Christmas Fayre

The analysis below has been produced using the results of the 2016 and 2017 Christmas Fayre public surveys; the 2017 Christmas Fayre Health and Safety Review; discussions with the Christmas Fayre Operational Officer Group; brainstorming with officers; the LGA report on the 'Impact of Christmas Markets' (2018); the National Association of British Market Authorities (NABMA) 'Christmas Markets – Bringing Markets Alive For New Supporters' (2015), with case study of Bury St Edmunds Christmas Fayre; and engagement with other stakeholders.

The analysis has been grouped under the headings provided in the Scope of the Christmas Fayre Review.

<p>1. Principle and ownership: Consider whether West Suffolk Council should continue to support a 4 day Christmas Fayre in Bury St Edmunds from 2019 that is run on a not-for-profit basis and organised directly by the Council.</p>	
<p>Strengths:</p> <ul style="list-style-type: none"> • Perceived by partners and other stakeholders as a well-run event (we are approached by other event organisers for best practice advice) • The concept of 'not-for-profit' means we get services in kind from some partners (e.g. police) • The council can influence the direction of the fayre since it directly organises it 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Income from the event does not cover costs • Same layout, stalls, entertainment, and so on (apart from minor adjustments) year on year, which may become less appealing for those who like variety • Resource intensive, both during preparation of the event (starting a year in advance) and the event itself • To date, we do not have robust data to tell us what the economic benefits are in terms of visitor spend and return visits (day trips/overnight stays)
<p>Opportunities:</p> <ul style="list-style-type: none"> • Refresh the event to address weaknesses • Consider whether the event should be organised and delivered by a partner or contracted out • Look at best practice elsewhere to understand if there is anything we can do better 	<p>Threats:</p> <ul style="list-style-type: none"> • Competition from other Christmas markets/fayres • Return tourism (day trippers and overnight stays) do not materialise

<input type="checkbox"/> Consider whether the event should now be run for profit	
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2. Vision:
 Review current vision (“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 SEBC”.)

<p>Strengths:</p> <ul style="list-style-type: none"> • All-inclusive, so something for everyone to enjoy • Visitor numbers were up from 125,000 (2016) to 130,000 (2017) • It showcases the town • Reported to be the top dozen Christmas Markets in the in terms of its size and economic contribution (NABMA, 2015) 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • By trying to suit everybody there is a risk that nobody is fully satisfied • Perceived by some not to be ‘festive’ enough • Some local people perceive impact as negative due to road closures and so on • Some local businesses (i.e. high street retailers) do not support the event because they do not perceive it to be beneficial to their business (some tell us that their income declines over the fayre period) • Has a vision, but no clear objectives/outcomes
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<p>Opportunities:</p> <ul style="list-style-type: none"> • Target audience/market segmentation – define what this should be, working with Bury and Beyond, and produce a new event that meets this criteria • More festive decorations to increase the ‘festive’ feel • Strong links between various elements of the Christmas Fayre experience to create a unified theme – as in a Victorian market – will make the experience more memorable and tends to improve satisfaction (LGA, 2018). • Use of tour guides to encourage flow of visitors, maybe dressed up to fit a theme • Build a set of clear objectives/outcomes, e.g.: <ul style="list-style-type: none"> ◦ Qualitative response from customers and traders <ul style="list-style-type: none"> • Economic performance • Local and community benefits • Visitor numbers • Spending patterns 	<p>Threats:</p> <ul style="list-style-type: none"> • Fayre might displace the usual spend that would associated with a weekend at the start of the festive period • Might deter visitors who may have been looking for overnight accommodation
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<p>3. Timing and length: Review dates (currently last weekend in November), timings and length of event, and consider alternative options.</p>
<p>Key details:</p> <ul style="list-style-type: none"> • 3 days run-up • 4 day event - Thursday 12pm to 8pm, Friday 9am to 8pm, Saturday 9am to 8pm and Sunday 10am to 5pm

<p>Strengths:</p> <ul style="list-style-type: none"> • People are used to the event being the last weekend in November and can book their diaries accordingly • Does not clash with other major fayres/markets (that we are aware of) • Does not clash with the main Christmas shopping period in December, when footfall is usually considerably higher • The balance currently between number of visitors and length of event is right in terms of dispersal of crowds safely 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • The fayre sometimes falls over Black Friday, when footfall and retailer turnover is generally higher anyway • Thanksgiving is always celebrated on the fourth Thursday of November, which can clash with the first day of the Christmas Fayre (the fayre fell on this Thursday on 3 out of the last 4 years) • November can be seen as too early for a Christmas Fayre • Roads currently closed from the Wednesday morning to Sunday night
<p>Opportunities:</p> <ul style="list-style-type: none"> • Look at alternative timings and dates - see options appraisal document • Have more days reserved for locals 	<p>Threats:</p> <ul style="list-style-type: none"> □ If other Christmas fayres/markets change their dates it may cause a clash, potentially leading to less visitors and stallholders choosing other fayres over ours

<p>4. Format and venues: Review current elements of the Fayre (stalls, entertainment and funfair) and the 10 venues used</p>
<p>Key details:</p> <ul style="list-style-type: none"> • Stalls – 322 in total: foods, personal goods, household goods and information, and about 80% are local (based in East Anglia) • Entertainment – Animal attractions, carol concert, fireworks and parade (opening night), local performers and Santa’s grotto • Funfair - Various rides including big wheel, trampolines, galloper, vehicle seated rides and traditional stalls • Venues – 10 in total: Abbey Gardens (105 stalls), Angel Hill (54 stalls), Apex (55 stalls), Athenaeum (40 stalls), Buttermarket (normal provisions market stalls), Cathedral and Cathedral Courtyard (21 stalls), Charter Square (26 stalls), Hatter Street (21 stalls) and Moyse's Hall (stall within the museum) • Infrastructure – including marquees, flooring in the Abbey Gardens, generators/associated power equipment and stages

<p>Strengths:</p> <ul style="list-style-type: none"> • Visitors appear to like the format and return (new visitors 76% (2017 survey) / 83% (2016 survey) of visitors attended previously) • Stalls have a different range of prices and products • Aspects most enjoyed by visitors were: food stalls (50% 2016 survey, 20% 2017 survey), craft stalls (50% 2016 survey, 20% 2017 survey), friendly atmosphere (47% 2016 survey, 19% 2017 survey), and everything (27% 2016 survey, 14% 2017 survey) • Aspects least enjoyed included nothing, it was excellent (35% 2016 survey, 23% 2017 survey) • Provides local performers with an opportunity to perform on stage, whilst raising funds and profile • Bury St Edmunds Fayre awarded Best Market Attraction for St Benedict’s School Market Projects and Puppet Parade (it was an “incubation project for young people using sixth formers to support traders’ social media accounts and free PAT testing”) • Funfair caters for families • Venues are located all around the town, which aids exploration of the town • Variety of venues (e.g. indoor, outdoor, marquee, and gardens) • Promotes our own venues • Free entertainment (e.g. stage music, punch and judy, magic time) 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Lots of traders have been attending the fayre for many years – can be regarded as ‘samey’ • The layout of stalls is generally the same each year so some visitors may head for stalls they know about without venturing to other areas • Could argue that there are too many food stalls, competing with local high street offer • No professional entertainment (though some are semiprofessional) • Musical entertainment not always festive • Occasional gaps between one act finishing and next starting (2016 survey) • Some of the animal entertainment has been criticised due to suggestion of animal cruelty • Funfair takes up lots of space • Have to close Angel Hill car park • Lack of cash points • Not enough bins
<p>Opportunities:</p> <ul style="list-style-type: none"> • Could have themed areas (e.g. food, entertainment) • Consider scaling back (is it now too big for the town?) 	<p>Threats:</p> <ul style="list-style-type: none"> • The Fayre becomes too big - scale is one of the key elements for creating a successful Christmas market as it needs to be big enough to maximise dwell time, reflect the

<ul style="list-style-type: none"> • Change the layout of the funfair (e.g. could be better at the om of the Abbey Gardens, although this would incur extra s) <ul style="list-style-type: none"> • Consider having another entertainment stage • Could extend to other venues in the town (e.g. Guildhall) • Consider charging more for stalls • Consider local versus non-local stalls (need to define 'local', is this East Anglia, since West Suffolk is too restrictive?) Consider a focus on quality (need to define what retailer the fayre is, for example is it 'Asda' or 'John Lewis') • More carol singing and Christmas music on stage • More street performers (e.g. buskers, magicians, dancing, cooking demos) around the town • Bring back the ice rink (2017 survey) 	<p>scale and population of the town, the capacity for visitors and offer a diversity of products and other attractions; scale should be conducive to the size of the town (LGA, 2018)</p> <ul style="list-style-type: none"> • Large numbers of traders increases the product range and offer and extends the interest of the fayre, but it can also risk diluting the impact of the market, spreading existing spend more thinly, affecting the financial viability of some of the stalls, and creating duplication of products and traders (LGA, 2018) • New traders may not be up-to-standard despite checks that are made • A new layout may have implications for safety (the current layout has been improved year on year in an attempt to use what we have got in the best possible way) • If you use fewer venues then people are constrained to a smaller area which could lead to crowd control issues • If you do not use indoor venues you limit the amount of traders because certain traders need to be indoors
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5. Type of stalls:

Review current split of stalls (i.e. approx. one third of each of household goods; foods; and personal goods)

Key details:

- Household goods (e.g. linens, lamps, rugs, vases, photo frames, Christmas decorations)
- Foods (ranging from snacks to larger meals, e.g. nuts, doughnuts, crepes, chilli, noodles, burgers, hot dogs, duck wraps, fish and chips and hog roasts)
- Personal goods (e.g. bath products, fragrances, skin creams, make up, jewellery, gift sets.)
- Information (e.g. RSPB, Suffolk Wildlife Trust, business promotional stands such as those selling experiences or photographers)

<p>Strengths:</p> <ul style="list-style-type: none"> Fairly even spread of the different types of stalls 	<p>Weaknesses:</p> <ul style="list-style-type: none"> Not enough healthy/gluten free/vegan food available Inconsistent structure of stalls Some stalls are seen by some as not good enough Some stalls are not particularly 'festive' Some consider cost of goods to be too expensive World food market can be seen as detrimental as local food traders may lose out on business
<p>Opportunities:</p> <ul style="list-style-type: none"> Reduce duplication of stalls selling the same items Update the eligibility criteria Consider whether permanent wooden chalets for stalls should be purchased or hired Consider quality versus quantity of stalls Have a more transparent selection process – consider having a group to assess and approve stallholders Rather than automatically re-inviting the previous year's stallholders, start afresh. Ask interested parties to submit evidence to ensure they meet any new criteria 	<p>Threats:</p> <ul style="list-style-type: none"> Stalls may take business away from existing retailers (though no evidence of this to date)

6. Links to wider economy (retail and tourism): The impact on local businesses, both positive and negative.

<p>Strengths:</p> <ul style="list-style-type: none"> • Brings in 130,000 visitors • Over 4 times higher footfall (through available counters) than average weekend in mid-November to mid-December (BID, 2017 footfall data) • Showcases the town as a whole • Showcases our venues and tourism attractions (e.g. abbey gardens, apex, cathedral, and so on) • Increases repeat visits (though we do not have robust data to prove this, survey responses tell us that people plan to return) • Hotels and B&Bs always fully booked • Car parking income increases • Almost all people surveyed made additional purchases elsewhere in the town centre (NABMA, 2015) 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Not all businesses benefit, particularly appointment-based businesses due to road closures and parking issues • There are some areas of the town that are not included • Visitors do not necessarily get to see the best of Bury (e.g. ruins of a vast abbey) • Lack of robust data to understand impact of fayre at various levels (Nb. NABMA will be developing standard templates to assist markets to routinely capture key information) • Highest quality security equipment is sought, so this was brought in from Manchester rather than being able to obtain from local businesses
<p>Opportunities:</p> <ul style="list-style-type: none"> • Work with Bury and Beyond Destination Management Organisation and other partners to produce comprehensive marketing to encourage return visits (pushing overnight stays and not just day trips) to Bury St Edmunds and wider West Suffolk • Research best practice and put in place a robust method of tracking return visits (as far as possible) • Promote the work of Our Bury St Edmunds or its Levy payers or showcase new start up business opportunities (LGA, 2018). • NABMA (2015) said that the average market visitor spend was £27.50, and visitor spend in the town centre was £614,000 in 2014 (visitor spending has no doubt increased yearly since then, however more can be done to raise this spend) 	<p>Threats:</p> <ul style="list-style-type: none"> • People stop coming to the fayre • Return visits do not materialise

<p>7. Transport and accessibility: Review the current transport and accessibility arrangements, including parking; coaches; park and ride; disabled access.</p>	
<p>Key details:</p> <ul style="list-style-type: none"> • Public car parks – All apart from Angel Hill • Christmas Fayre car parks - Greene King, Rugby Club and Priory School • Excursion coaches – On arrival coaches are directed to the drop off/pickup point by the side of St Marys Church on Honey Hill. The empty coaches are then directed to the lorry park at Rougham Hill. Nowton Park has been designated as a parking overflow if required and the Bus Station is overflow for coaches to drop off visitors. • Park and ride – Located at Claas Business Park in Saxham (3 miles west of Bury). A fleet of buses operate between the site and St Mary’s Church on Crown Street. The service is in operation from 0830 hrs to 2030 hrs on the Friday and Saturday and 0900 hrs to 1730 hrs on the Sunday with a frequency of approximately 15 to 20 minutes. • Park and walk – West Suffolk College and Olding Road • Disabled access – Dedicated spaces within car parks as normal and a limited number for the Doctor’s surgery in Chequer Square 	
<p>Strengths:</p> <ul style="list-style-type: none"> • Park and ride has 1000 spaces and is located just off A14. • Good signage to car parks • Car parks are well used 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • The most common issues visitors had were too many people and traffic (2017 survey) • Not enough car parking • Not enough disabled spaces

<ul style="list-style-type: none"> • Businesses benefit from providing their car parks (e.g. Rugby Club and Priory School) because car parking fees are retained by them • Coaches are pre-booked and allocated set departure times so that organisers can understand and manage volumes of vehicles and passengers during the Christmas Fayre opening times, especially through the busy egress phases. • Coaches are well managed on the day and visitors are dropped off at the best possible identified place for the fayre. • Repeated coach bookings year on year – companies promote the fayre and help put West Suffolk on the map • Income from coaches • Income from parking at council car parks 	<ul style="list-style-type: none"> • At peak points car parks become congested • Coaches are at capacity on some days • There were a number of coaches that dropped their passengers off to visit the fayre on the Thursday which raised safety concerns on Honey Hill. • Resource required for managing coach companies and shuttling drivers on days of the event • There is no flexibility in the system for additional train services (until 2019/20) • Ram Meadow car park was locked by a third party at the normal time, although an arrangement should have been put into place over the event period to leave open longer. • The Traffic Management Company were late in closing the roads and implementing the traffic management plan. The majority of traffic management signs deployed were not sandbagged as required, resulting in signage blowing down. The company had to be contacted to come back to site to rectify these issues which took 4/5 hours. • Angel Hill road closed which causes traffic disruption
<p>Opportunities:</p> <ul style="list-style-type: none"> • Consider having another park and ride • Consider running the park and ride on the Thursday • Encourage coaches to come on less busy days • Park and Ride team to manage slip roads when car park become full. This will require revised signage and to potentially erect signage on the dual-carriageway to advise people that car parks are full • Consider using a different Traffic Management Company next year. • Foot traffic system to manage flow of people past the stalls • Better signage to different parts of the fayre 	<p>Threats:</p> <ul style="list-style-type: none"> • If people cannot park then they may have to leave and won't necessarily come back another time • Coaches have got to be managed well so they get off on time – if not they will not come back again

8. Finance:

Review the current financial position of the Fayre (including security costs) and other potential options. Consider the overall cost of the Fayre, including opportunity costs and the indirect benefits.

Key details: *CONFIDENTIAL*

- Total income in 2017 was **£232,566.08** Consisted of:
 - Income from stallholders - £198,216.05 (approx. £600 per stall)
 - Income from coach bookings - £5,845.80
 - Income from Greene King Car Park - £5,557.56
 - Income from Park and Ride - £20,196.67
- Total expenditure in 2017 was **£239,954.22** which includes (list not exhaustive):
 - Staffing costs - estimated at approximately £24,023.08 (including staffing during the event itself and the organisation of the event in the year-preceding)
 - Contractors - £92,680.93 (e.g. infrastructure costs; Nb. security stewards and formal security are included in this figure, specific details below)
 - Security costs – approximately £43,181 (consisted of £7590 for additional CCTV, £8898.75 for security stewards, £16,040.25 for formal security (please note: this figure will increase in 2018 due to additional resource requirements) and £10,652 for the hire of the Hostile Vehicle Mitigation Systems (please note: this figure is due to increase by approximately £2,500 for an additional HVMS); Police gave their services for free; these would have cost £49,688)
 - Room/hall hire and internal room/hall hire recharge - £9,960.00
 - First Aid provision - £7,062.10
 - Support costs - £10,290.13
 - Advertising - £7,654.95
 - Park and Ride expenditure – £25,182.16

Total income minus total expenditure gives a loss of £7,388.14 for 2017

<p>Strengths:</p> <ul style="list-style-type: none"> • Policing is given in-kind because the event is promoted as a community, not-for-profit event • Entertainment is on a donation basis so costs are kept lower • Excellent partnership working • Enables the council to build relationships with local businesses 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Actual cost of the fayre has not been accurately reflected in the past (e.g. not all staff time was included) • Not all items are currently costed out (e.g. time given in kind like Volunteer stewards) • Officer time spent on preparation of the fayre could be utilised on other projects • Difficult to measure some benefits of the fayre, for example there is currently no accurate data on return visits to the town and wider west Suffolk
<p>Opportunities:</p> <ul style="list-style-type: none"> • Consider whether in the future the fayre should have a focus on making a profit or at least cover costs • Investigate how we can increase our income (e.g. through increasing charges for stalls and coaches) • Increase income from sponsorship • Investigate whether the administrative process can be streamlined and made more effective in terms of staff time 	<p>Threats:</p> <ul style="list-style-type: none"> • Unforeseen security costs • Other regulatory changes • If the council looked to make a profit, in-kind support from the Police would be charged for (this would have cost £49,688 in 2017)

9. Staffing and volunteers:
 Review current staffing arrangements (employed by SEBC) and volunteers

<p>Key details:</p> <ul style="list-style-type: none"> • This section covers staffing during lead-up to event, event itself and wash-up (management/resources and organisation of event is covered by no. 13) • Council – internal (apart from some additional hours/working days from Economic Development, Health and Safety, Parks and Waste, other services provide support within normal working days): <ul style="list-style-type: none"> ○ Car parks ○ Communications ○ Economic Development ○ Finance ○ Health and Safety ○ Highways ○ Human resources ○ ICT ○ Markets ○ Parks and Landscape ○ Public halls ○ Waste • Casual workers – internal staff (x32) and external (x18) • Contractors – for work including putting up marquees, laying down flooring, erecting staging, security, first aiders • Unpaid Volunteers (approximately 150) – including Bury Tour Guides, people via the Suffolk Volunteer Society, and West Suffolk College students 	
<p>Strengths:</p> <ul style="list-style-type: none"> • Internal staff regularly help at the fayre and are aware of protocol • Qualified security staff • Good mix of local people who have knowledge of the town • Forged good relationship with West Suffolk College (work on the fayre is linked into courses) • Volunteers enable us to be inclusive 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Some West Suffolk College stewards were not up to standard • Some volunteers were not up to standard • Staffing costs have increased as fayre has got bigger and due to security risk • Volunteers do not always turn up so always have to have a plan B • Internal staff are taken away from the day job for the duration of the event

<p>Opportunities:</p> <ul style="list-style-type: none"> • Investigate how the community can get more involved – accepting the need to get the right balance of paid security and local staff • Manage volunteers in a different way – provide more training • 	<p>Threats:</p> <ul style="list-style-type: none"> • If sufficient volunteers do not turn up it may cause a safety/security issue • A certain standard of stewarding is not met in case of emergency
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<p>10. Safety and security: Review the anti-terror measures put in place for the 2017 Fayre and note the separate review of health and safety of the 2017 Fayre.</p>	
<p>Key details:</p> <ul style="list-style-type: none"> • Counter Terrorism Strategy written and implemented • 22 health and safety zones • Health and Safety officers x 2 • Fire service attend site to ensure appropriate access • First aid provision – St John’s on site • Police officers x 24 and Anti-terrorism officers x 2 • Additional CCTV • Security equipment – IT kit, Hostile Vehicle Mitigation Systems (HVMS) • Security stewards (FIA registered and trained, from a security contractor) x 20 • Formal security (NVQ trained from a security contractor) x 50 • New Anti-terrorism measures required security operations to increase dramatically in 2017 □ <p style="text-align: right;">Christmas Fayre Health and Safety Review 2017</p>	

Strengths:	Weaknesses:
<ul style="list-style-type: none"> • Police said that safety plan was comprehensive and event was well run • Organising group includes variety of stakeholders (e.g. Members, Police, Chamber of Commerce and Officers) • Liaison throughout the year with Police and Counter Terrorism Intelligence Unit (CTIU) • Used advice from the Centre of Protection of National Infrastructure (CPNI) • Terrorism strategy was successfully implemented, with positive media coverage and positive feedback about police presence and HVMS • Throughout the event CCTV and zone leaders monitored visitors, noting crowd behaviours and potential issues that may lead to potential crowd issues • Although there was a greater amount of visitors than ever before, the crowd flows and dynamics were constant. • current layout of fayre and its egress points naturally spreads visitors across the footprint of the event 	<ul style="list-style-type: none"> • Two areas (Abbeygate Street and Abbey Gate (access from Angel Hill to and from the Abbey Gardens) have been identified as high risk areas with regards to crowd flows. However additional crowd control measures would be used if these areas were to become over crowded • Stewarding company were not locally recruited so their staff had no knowledge of the town, surrounding area and event footprint • Lack of toilet facilities close to the different zones, which resulted in staff having to queue with the public so at times zones were left under resourced. • Some of the temporary CCTV camera either froze or had an unacceptable delay

<p>Opportunities:</p> <ul style="list-style-type: none"> • Continue to work closely with the Police and CTIU. • Steward briefings for paid staff and volunteers should take place no sooner than 2 weeks before the event. • Whatever security/steward company employed will need to be briefed the day before the event, so they have enough time to familiarise themselves with the Town and event footprint • Additional HVM be deployed at the South end of Hatter Street • Review and enhance where necessary counter terrorism strategy. • Review and enhance where necessary the deterrent communications plan • All trader required documents (employee/public liability) must be received by the organiser at least 3 weeks prior to the event. • All Zone leaders, SIA and stewards remain in their allocated zones until told to do otherwise by control. • The majority of day time security/stewarding should be contracted out to one provider, the company would then manage their staff and the majority of zones with SIA (Zone Leaders) and NVQ 2 trained stewards, additional stewards including students will be allocated to the zone under the control of the zone leader. • Review zones to identify welfare facilities for security/stewards, where possible provide cordoned off porta loo for staff only. • Radio channels to be split – zones security/stewards, event organisers, and so on to reduce amount of traffic on each frequency (this will also reduce supervisors workload). • Security Company to have representation in the operations room 	<p>Threats:</p> <ul style="list-style-type: none"> • Security will increase further dependent upon world events, with the inevitable rise in costs • Although there is capacity within the event footprint the event should not try to attract additional attendance to the fayre • If a trader did not have the required public liability insurance and there was an incident involving the trader or their goods subsequently causing harm or damage then the council would be liable.
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11. Examples from other places:

Consider examples of best practice from other places

Key details:

Salisbury:

- Organised by Business Improvement District, delivered by external events company
- 23 Nov to 22 Dec
- 200,000 visitors
- 75 chalets
- Held within historic Guildhall Square
- Mix of local and international delicacies, festive foods, and sweet treats; range of artisan gifts, beautifully crafted homewares, unique fashion items and a collection of toys and gifts; and festive events

Winchester:

- Organised and delivered by Winchester Cathedral
- 17 Nov to 20 Dec
- 400,000 visitors
- 110 chalets
- Held within and around grounds of the Cathedral
- Inspired by traditional German Christmas markets

Bath

- Organised and delivered by Visit Bath (Destination Management Organisation)
- 22 Nov to 9 Dec
- 409,000 visitors
- 200 stalls
- Held along the streets of Bath, a world heritage site
- Selling handmade and local Christmas gifts, plus a packed calendar of family friendly events

Lincoln:

- Organised and delivered by City of Lincoln Council
- 6 to 9 December
- 260,000 visitors
- 200 stalls
- Held within the Lincoln Castle grounds, around Lincoln Cathedral and through the rest of the Cathedral Quarter
- Stalls, entertainers and seasonal themes

Stratford-upon-Avon:

- Jointly organised and funded by district and town councils
- Procured operator works closely with councils and manages all except security and funfair
- 8 December to 10 December
- Over 100,000 visitors
- 300 stalls
- Victorian themed

Opportunities (Nb. strengths, weaknesses and threats will not be considered for this section):

- Outsource organising and delivery to one of our partners (e.g. as Winchester and Bath) or to a third party via a partner (e.g. as Salisbury)
- Long-term delivery plan with partners for all events across the Christmas period, for Bury St Edmunds and other West Suffolk towns (e.g. in Salisbury there is a joint agreement between the County Council and BID to devise a 5 year delivery plan for Christmas in Salisbury that includes the Christmas Market, Christmas in Salisbury marketing as well as the wider events such as Christmas Lights Switch On and Salisbury's Festive Markets).
- Themed market in a contained area (e.g. as Winchester)
- Using uniform wooden chalets (e.g. as Winchester)
- Running the event over a longer period than the current 4 days (e.g. Salisbury, Winchester, Bath)
- Increasing the number of local stallholders further (e.g. in Bath's 80% of stallholders are from Bath - although we currently have a similar percentage)
- A big refresh on new stall holders (e.g. Bath handpicked over 60 brand new stallholders for 2017)
- Pop up chalets (e.g. in Bath they offer local micro-businesses short-term lets because they would not be able to operate for the full duration)
- Local charity has a free stall every day (e.g. in Bath, a different local charity takes a chalet for free every single day, so supporting 18 local charities to raise their profile and build awareness, as well as raising valuable funds).
- Children's festive story telling (e.g. in Bath)
- A loyalty/discount card for residents (e.g. in Bath residents can have a 'Discovery card' through which they can gain exclusive discounts and promotions across the Christmas Market).

12. Communications and marketing:

Review the current arrangements for communication and marketing about the Fayre, and consider alternatives.

<p>Key details:</p> <ul style="list-style-type: none"> • Communications Marketing plan • Christmas Fayre website • Social media – ourselves and stall holders • Press releases throughout the year, starting in July • Press-briefing: Counter-terrorism measures • Joined up marketing with Our Bury St Edmunds, Visit Suffolk, Arc website, Bury and Beyond • Programme with a map – launched in October and also handed out on day • Marketing at Cambridge Park and Ride • Marketing with Abellio through their website and at stations – promoting coming by train and buses □ Greene King promote on website • Paid for and in-kind advertising with EADT and Bury Free Press • RWSFM local radio and Radio Suffolk • Look East and Anglia TV (because of new security measures) • Promotional 'save the date' postcards which we print and stallholders give out □ What's On West Suffolk website 	
<p>Strengths:</p> <ul style="list-style-type: none"> • Communications team on hand all the time so important messages can get out • Social media very cost-effective • Sponsorship of programme • Website promotes local businesses as well as the fayre itself 	<p>Weaknesses:</p> <ul style="list-style-type: none"> □ Do not have enough time to do as much social media as would like

<p>Opportunities:</p> <ul style="list-style-type: none"> • Communications need to be understood in context of what the organisation wants to achieve (link to 'Vision'). So do we encourage more people to attend, encourage people from outside Bury to come, gain the support/ acceptance of local people whose lives it disrupts, a mix of these – or should it be more in relation to tourism (i.e. come more often, stay longer, spend more and then book your return visit) • Improve website • Do more on social media • Investigate the benefits/cost of paid for ads in BFP and EADT versus the cost of paid for Facebook/Instagram advertising. £500 spent on Facebook may have a greater reach and impact than one week in the BFP. The radius for reach can be targeted at a particular geographical area (e.g. we could set an advert that targets Cambridge, or we could use Bury as the epicentre but reach further out to Cambridge, and so on). • If we choose to have newspaper ads, perhaps we should look more to the nationals – Times, Telegraph, and so on • Depending on what our aims are (and presuming it is still very much about encouraging visitors from elsewhere to discover our town), we can investigate the costs of TV advertising. • More of our paid for efforts should be for people from outside the area, while the in-house press releases and free social media should be for our local communities. 	<p>Threats:</p> <ul style="list-style-type: none"> □ Marketing can lead to too many people attending which can lead to other issues (e.g. safety and security)
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13. Management and resources:
 Review the management arrangements in previous years and outline the benefits and costs of alternatives

Key details:

- Organised and delivered by St Edmundsbury Borough Council (staffing during event itself is covered by no.9)
- Event managed from the Economic Development team within Growth

- Internal Christmas Fayre Operational group:
 - Event Manager (Market Development Officer, Economic Development)
 - Growth Officer
 - Health and Safety Officers
 - Highways Officer
 - Environmental Health Officer
 - Finance Officer
 - ICT Officer
 - Markets Officer
 - Car Parking Officer
 - Parks and Landscapes Officer
 - Communications Officer
 - Public Halls Officer
- Internal and External Christmas Fayre Working Group:
 - Officers above and Town Councillors
 - Arc Management
 - Bury St Edmunds and Beyond (Destination Management Organisation)
 - Businesses (invited through Our Bury St Edmunds)
 - Cathedral
 - Charities (e.g. EACH)
 - Fairground representative
 - Our Bury St Edmunds (Business Improvement District)
 - Police – Safer Neighbourhood Team
 - Portfolio Holder for Families and Communities
 - Representatives from St John’s Street and The Traverse

<p>Strengths:</p> <ul style="list-style-type: none"> • Highly experienced team • BSE Christmas Fayre often seen as best practice and contacted by other authorities and event organisers • By managing the event ourselves, we maintain control • We have a reputation for delivering a well-run event • Key partners are part of Working Group 	<p>Weaknesses:</p> <ul style="list-style-type: none"> • Organisation of the event is mostly in the hands of one person (Event Manager, Market Development Officer) • Reliance on a small team • No plan B if key staff are unable to run the event • Resource intensive, particularly during the months preceding the fayre
<p>Opportunities:</p> <ul style="list-style-type: none"> • Succession planning in the longer term • Consider an events team within the council to run this and other council events • Investigate whether partners would be willing to manage the fayre • Investigate whether a third party should manage the fayre • Look into alternative forms of management including the above. 	<p>Threats:</p> <ul style="list-style-type: none"> □ If for any reason key staff became unavailable, it would be difficult for others to step into these roles.