



Rutland County Council

Catmose, Oakham, Rutland, LE15 6HP.
Telephone 01572 722577 Facsimile 01572 758307 DX28340 Oakham

Ladies and Gentlemen,

A meeting of the **GROWTH, INFRASTRUCTURE AND RESOURCES SCRUTINY PANEL** will be held in the Council Chamber, Catmose, Oakham on **Thursday, 15th November, 2018** commencing at 7.00 pm when it is hoped you will be able to attend.

Yours faithfully

Helen Briggs
Chief Executive

Recording of Council Meetings: Any member of the public may film, audio-record, take photographs and use social media to report the proceedings of any meeting that is open to the public. A protocol on this facility is available at www.rutland.gov.uk/my-council/have-your-say/

A G E N D A

1) APOLOGIES

To receive any apologies from Members.

2) RECORD OF MEETING

To confirm the record of the meeting of the Growth, Infrastructure and Resources Scrutiny Panel held on 13 September 2018.

To confirm the record of the meeting of the Special Growth, Infrastructure and Resources Scrutiny Panel held on 11 October 2018.

3) DECLARATIONS OF INTEREST

In accordance with the Regulations, Members are invited to declare any personal or prejudicial interests they may have and the nature of those interests in respect of items on this Agenda and/or indicate if Section 106 of the Local Government Act 1992 applies to them.

4) PETITIONS, DEPUTATIONS AND QUESTIONS

To receive any petitions, deputations and questions received from Members of the Public in accordance with the provisions of Procedure Rule 217.

The total time allowed for this item shall be 30 minutes. Petitions, declarations and questions shall be dealt with in the order in which they are received. Questions may also be submitted at short notice by giving a written copy to the Committee Administrator 15 minutes before the start of the meeting.

The total time allowed for questions at short notice is 15 minutes of the total time for 30 minutes. Any petitions, deputations and questions that have been submitted with prior formal notice will take precedence over questions submitted at short notice. Any questions that are not considered within the time limit shall receive a written response after the meeting and be the subject of a report to the next meeting.

5) QUESTIONS WITH NOTICE FROM MEMBERS

To consider any questions with notice from Members received in accordance with the provisions of Procedure rule No. 219 and No. 219A.

6) NOTICES OF MOTION FROM MEMBERS

To consider any Notices of Motion from Members submitted in accordance with the provisions of Procedure Rule No. 220.

7) CONSIDERATION OF ANY MATTER REFERRED TO THE PANEL FOR A DECISION IN RELATION TO CALL IN OF A DECISION

To consider any matter referred to the Panel for a decision in relation to call in of a decision in accordance with Procedure Rule 206.

8) QUARTER 2 FINANCE MANAGEMENT REPORT

To receive Report No. 193/2018 from the Strategic Director for Resources.

(Report circulated under separate cover)

Cabinet are due to receive the report on 20 November 2018.

9) OAKHAM TOWN TASK AND FINISH GROUP FINAL REPORT

To receive Report No. 214/2018 from the Strategic Director for Places.
(Pages 5 - 104)

10) LOCAL TRANSPORT PLAN - MOVING RUTLAND FORWARD

To receive a presentation from Mr Dave Pye, Senior Transport Manager.

The current Local Transport Plan can be found using the following link:
<https://www.rutland.gov.uk/my-community/transport/transport-strategy/>

11) REVIEW OF FORWARD PLAN AND ANNUAL WORK PLAN 2018-19

To consider the current Forward Plan and identify any relevant items for inclusion in the Growth, Infrastructure and Resources Scrutiny Panel Annual Work Plan, or to request further information.

Copies of the Forward Plan will be available at the meeting, and can be found on the website using the following link:

<https://rutlandcounty.moderngov.co.uk/mgListPlans.aspx?RPId=133&RD=0>

12) ANY OTHER URGENT BUSINESS

To receive any other items of urgent business which have been previously notified to the person presiding.

13) DATE AND PREVIEW OF NEXT MEETING

Scrutiny Panel Budget Meeting

Wednesday 23 January 2018 at 7pm
Thursday 24 January 2018 at 7pm

Regular Scrutiny Panel Meeting

Thursday 14 February 2018 at 7pm

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DISTRIBUTION

**MEMBERS OF THE GROWTH, INFRASTRUCTURE AND RESOURCES
SCRUTINY PANEL:**

Mr B Callaghan (Chairman)
Mr E Baines
Mr O Bird
Mr W Cross
Mr J Dale
Mrs J Fox
Mr A Mann

OTHER MEMBERS FOR INFORMATION

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**GROWTH, INFRASTRUCTURE AND RESOURCES SCRUTINY
PANEL**

15 November 2018

OAKHAM TOWN TASK AND FINISH GROUP FINAL REPORT

Report of the Strategic Director for Places

| | | |
|--------------------------------|--|--|
| Strategic Aim: | Reaching our Full Potential | |
| Exempt Information | No | |
| Cabinet Member(s) Responsible: | N/A | |
| Contact Officer(s): | Steve Ingram, Strategic Director for Places | 01572 720 singram@rutland.gov.uk |
| | Natasha Taylor, Governance Team Manager | 01572 720991 ntaylor@rutland.gov.uk |
| Ward Councillors | Mr R Alderman - Oakham South West Mr O Bird – Oakham South West Mr B Callaghan – Oakham South East Mr J Dale – Oakham North East Mr R Gale – Oakham North West Mr A Mann – Oakham North West Mr A Lowe – Oakham South East Mr A Walters – Oakham North East | |

DECISION RECOMMENDATIONS

That the Panel:

1. Endorses the Report of the Oakham Town Task and Finish Group and agrees the response of the Growth, Infrastructure and Resources Scrutiny Panel (Proposal at paragraph 5) for Council consideration.
2. Requests that officers undertake a high level feasibility study of the recommendations in the report in order to provide further detail regarding potential deliverability to Council in December.
3. Recommends to Council the approval of the Oakham Town Task and Finish Group Recommendations and Future Framework Report (Appendix A) including establishing a budget of £2000 for initial funding of the Partnership Group.

1 PURPOSE OF THE REPORT

- 1.1 To receive the final Report of the Oakham Town Task and Finish Group along with accompanying evidence.
- 1.2 To provide a response to the recommendations from the Group and refer to Council for approval.

2 BACKGROUND AND MAIN CONSIDERATIONS

- 2.1 RCC Full Council resolved to set up a Task and Finish Group to consider the future regeneration of Oakham Town at its meeting on 15 January 2018. A link to this meeting can be found below:

<http://rutlandcounty.moderngov.co.uk/ieListDocuments.aspx?CId=145&MId=1652>

- 2.2 The composition and terms of reference for the group were agreed by the Growth, Infrastructure and Resources Scrutiny Panel at meetings on 15 February 2018 and 22 March 2018 respectively. The Terms of Reference are attached at Appendix C.

- 2.3 A website page has been created to provide updates and information on the work of the group, including a link to the terms of reference, and can be found at:

<https://www.rutland.gov.uk/my-community/roads-and-highways/oakham-town-centre/>

- 2.4 The current membership, dates of the meetings, agenda's, presentations, reports and minutes can be found at:

<https://rutlandcounty.moderngov.co.uk/mgCommitteeDetails.aspx?ID=358>

- 2.5 The Group has met at least once a month from April through to October, with smaller informal sub-group meetings taking place between the main meetings in order to progress work on:

- Communications and Engagement
- An additional sub group was formed to look at emerging themes and recommendations (including model for future delivery)

- 2.6 Survey work was carried out between May and October 2018 which included Town Centre and Visitor Surveys, Business Surveys and an Online Survey. The evidence collected through this period has been compiled into the "Evidence Report" (Appendix B).

- 2.7 Growth, Infrastructure and Resources Scrutiny Panel are asked to review the report and evidence, provide feedback and consider recommendations on proposals to put forward to RCC Full Council.

3 REVIEW OF THE WORK UNDERTAKEN

- 3.1 It is clear that extensive work has been done by the task and finish group in order to evaluate what the national picture looks like, in terms of the health and wellbeing of small market towns, and to look to transfer that best practice to the

consideration of the future of Oakham. The commitment to the task by the group is to be applauded.

4 CONSIDERATION OF THE WAY AHEAD

- 4.1 It is clear from considering the highlighted examples of best practice brought to the table that thriving market towns and other places are those where there is demonstrable ongoing buy in from all parts of the community. As such in this instance it is essential that in order to continue to promote the economic prosperity and future wellbeing of Oakham that the informal partnership that has effectively come together is appropriately reconstituted and perpetuated into the future. The County Council should be a committed and effective contributor to the proposed ongoing regeneration partnership.
- 4.2 The proposed Partnership structure is based around three distinct elements – two working groups that are focused upon what could be called managing the place i.e. the physical environment, with a suggested initial emphasis upon issues associated parking, signage, traffic and pedestrian issues – and around marketing the offer with emphasis upon enhancing the attractiveness to customers and encouraging economic vitality. There would also be an overarching group focussed upon coordination and communication. The County Council should be an active participant in all of these areas.
- 4.3 In their report the Task and Finish Group have suggested a new Oakham focussed ‘vision’ for each of the suggested areas for further investigation and related potential short and longer term actions to facilitate the delivery of that vision. It is suggested that the Panel needs to consider whether they can support that vision, and if such support can be forthcoming, then request RCC’s Officers (where the perceived responsibility for works in the suggested area rests with the Council) to consider the potential feasibility and cost of delivering the suggested responses.
- 4.4 If the Panel are minded to support that suggested approach it is anticipated that some initial high level feasibility work could be undertaken in time for the December Council meeting so that Members can be informed in more detail regarding potential deliverability.

5 PROPOSED RESPONSE TO THE TASK AND FINISH GROUP RECOMMENDATIONS

- 5.1 The Task and Finish Group Recommendations Report sets out a series of recommendations under Section 9 (Appendix A). The Growth, Infrastructure and Resources Scrutiny Panel are asked to consider these recommendations and decide if they should be referred to Council.
- 5.2 The Scrutiny Panel may wish to provide its response to the recommendations for Council consideration. Taking each recommendation in turn, proposed responses have been drafted below which can be incorporated into the Report to Council should the Panel wish to endorse the report and forward for Council approval:

| Recommendations from the Task and Finish Group | Response of the Scrutiny Panel |
|--|--|
| <p>Confirm their acceptance of the Evidence-base Report and its validity to determine regeneration priorities for Oakham.</p> | <p>That the Panel positively endorses the work undertaken by the Task and Finish Group and accepts the Evidence-Base Report in terms of its positive contribution to the enhanced understanding of many of the current issues affecting Oakham. However, whilst being meritorious the report can only ever form part of the applicable evidence base because it will obviously be supplemented from other sources.</p> |
| <p>Support a community engagement process to ensure consultation with stakeholder groups and the wider community.</p> | <p>That the Panel also positively endorses the need for an extended community and stakeholder consultation process, where applicable, through a communication, consultation and engagement strategy developed by the Partnership Group</p> |
| <p>Agree the creation of an Oakham Regeneration Partnership by January 2019, comprising the following working groups (as detailed above, pp14–19):</p> <ul style="list-style-type: none"> a) Parking, Signage, Traffic & Pedestrian Issues. b) Place-making, Enterprise & Marketing. c) Co-ordination and Communication. | <p>That the Panel supports the potential creation of an Oakham Regeneration Partnership and recommends that the Council commits to being a proactive and engaged partner in any such an arrangement.</p> |
| <p>Agree the following support for the work of the Oakham Regeneration Partnership to enable it to deliver town benefits as set out in the Task and Finish Group’s recommendations, with measurable improvements by June 2020, including some ‘quick wins’ by September 2019,:</p> <ul style="list-style-type: none"> a) Help to develop and maintain a communications strategy b) Financial management of projects by allocation of budgets and sourcing of external funding. | <p>That the Panel agrees that the Council, as an active participant, should commit appropriate targeted resources, on an equitable basis, in order to support the work of the partnership. The levels of any such contribution will also need to recognise the nature of the contributions from other partners and acknowledge the financial and other pressures already placed upon Council resources.</p> |

| | |
|---|--|
| <p>c) Input in feasibility planning and expertise in project development from relevant council officers.</p> <p>d) Initial funding of £2,000 for admin, postage, printing, paper etc.</p> | |
|---|--|

6 CONSULTATION

- 6.1 The views of the Oakham Business Community, Visitors, Town Centre Users and the general public have been sought through a series of surveys as detailed in the Evidence Report (Appendix B)
- 6.2 All representative members on the Task and Finish Group have been asked to consult with their respective organisations throughout in order to keep them informed about the work of the Group and emerging issues and recommendations. Each member has also been asked to confirm their organisations budgetary processes and access to funding for future delivery of the future framework.

7 ALTERNATIVE OPTIONS

- 7.1 The Panel can endorse the report or make alternative recommendations to Council.

8 FINANCIAL IMPLICATIONS

- 8.1 There are no financial implications for this report as the Growth, Infrastructure and Resources Scrutiny Panel do not have any decision making powers and therefore cannot allocate any funding.
- 8.2 There is no dedicated budget set aside to support this initiative although the Council may well be able to offer support for appropriate proposals as they come forward from the Partnership Group, that accord with its adopted aims and ambitions.

9 LEGAL AND GOVERNANCE CONSIDERATIONS

- 9.1 There is no legal provision for Task and Finish groups. This group has therefore operated within the rules set out in the RCC Constitution and all members agreed to be subject to the RCC Members Code of Conduct.
- 9.2 Meetings have been held in public, with agenda's and minutes published on the RCC Website.
- 9.3 Task and Finish Groups do not have decision making powers, therefore any decision (on the wording of the final report, for example) has been undertaken through consensus, not by a vote.
- 9.4 Recommendations arising from the Task and Finish Group are subject to comment and endorsement by the Growth, Infrastructure and Resources Scrutiny Panel for Rutland County Council and the relevant decision making bodies for the other organisations that send representatives and will be involved in implementing the

actions arising from the report.

- 9.5 The Growth, Infrastructure and Resources Scrutiny Panel does not have any delegated decision making powers, but can submit a formal report for consideration by Council under Procedure Rule 201 of the RCC Constitution.

10 DATA PROTECTION IMPLICATIONS

- 10.1 A Data Protection Impact Assessments (DPIA) has not been completed because there are no risks/issues to the rights and freedoms of natural persons.

11 EQUALITY IMPACT ASSESSMENT

- 11.1 An Equality Impact Assessment (EqIA) has been completed. No adverse or other significant issues were found.

12 COMMUNITY SAFETY IMPLICATIONS

- 12.1 There are no community safety implications.

13 HEALTH AND WELLBEING IMPLICATIONS

- 13.1 There are no health and wellbeing implications.

14 CONCLUSION AND SUMMARY OF REASONS FOR THE RECOMMENDATIONS

- 14.1 To provide the response of the Growth, Infrastructure and Resources Panel to the Report from the Oakham Town Task and Finish Group and recommend that Council considers the response of the Panel and approves the recommendations in the report.

15 BACKGROUND PAPERS

- 15.1 There are no additional background papers.

16 APPENDICES

- 16.1 Appendix A - Oakham Town Task and Finish Group Recommendations and Future Framework.
- 16.2 Appendix B - Oakham Town Task and Finish Group Evidence Base Report.
- 16.3 Appendix C - Oakham Town Task and Finish Group Terms of Reference.

A Large Print or Braille Version of this Report is available upon request – Contact 01572 722577.

Oakham Task & Finish Group



Oakham County Town of Rutland

Recommendations and Future Framework

Oakham Task & Finish Group Report
to Rutland County Council

October 2018

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Contents

| | <i>Page</i> |
|--|-------------|
| Acknowledgements | 4 |
| 1. Regenerating the Town | 5 |
| 2. Foundation – the factual evidence base | 7 |
| 3. Summary Evidence-base Report * | 9 |
| 4. Summary of Recommendations | 12 |
| 5. The Future Framework: An Oakham Regeneration Partnership | 13 |
| 6. Outline Partnership Structure | 13 |
| 7. Organisation and Future Planning | 14 |
| Group 1: Parking, signage, traffic & pedestrian issues working group | 15 |
| Group 2: Placemaking, enterprise & marketing working group | 16 |
| Group 3: Communication & coordination group | 19 |
| 8. Project Development Time-frame | 20 |
| 9. Recommendations to Council | 21 |
| Appendix 1. The Task & Finish Group’s Recommendations | 22 |
| A. Parking | 22 |
| B. Traffic Management and Pedestrian Safety | 23 |
| C. Signage | 24 |
| D. Environmental Enhancement and Tourism | 25 |
| E. Community Engagement | 26 |
| F. Marketing and Enterprise | 27 |
| G. Encouraging Economic Growth | 28 |

* *Section 3 should be read in conjunction with the full Task and Finish Group Evidence-base Report of 27th September 2018, which was adopted at the T&F Group’s meeting on 18th October 2018, and which the Council is here recommended to accept (see pp9 and 21).*

Acknowledgements

This report reflects the achievements of the Oakham Task & Finish Group since its establishment by Rutland County Council in March 2018. There were some changes in the composition of the Group during its period of operation. Special thanks are due to the representatives and members of the partner organisations (as noted in the Group's Evidence-base Report of 27th September 2018) as well as the support provided by County Council officers and the independent chair, namely:

Task & Finish Group Members as at 1st October 2018:

Mr D Bottomley (Oakham Town Council)
Mr B Callaghan (RCC Ward Member, Oakham South-East)
Mrs J Clough (Oakham Residents Group)
Mr J Dale (RCC Ward Member, Oakham North-East)
Mr A Dewis (Oakham Town Partnership)
Mr P Dowse (Oakham Neighbourhood Plan Steering Group)
Mrs J Fox (RCC Ward Member, Exton)
Mr R Gale (RCC Ward Member, Oakham North-East)
Mr A Mann (RCC Ward Member, Oakham North-West)
Mr T Norton (OK2Way Group)

Rutland County Council officers:

Mrs H Bremner (Communications Manager)
Mr S Ingham (Strategic Director for Places)
Mrs N Taylor (Governance Manager)

Independent Chair:

Mr C Wade (People and Places)

1. Regenerating the Town

1.1 Introduction

The report has been prepared by the Task & Finish Group members. It draws on the expertise and experience of Chris Wade, the independent chair, and provides a summary of their work, achievements and recommendations for the next steps to be considered by Rutland County Council and other partners.

The Oakham Town Regeneration Task & Finish Group was *'established to look at the options for improving Oakham Town in order to formulate a set of recommendations for consideration by RCC Council'*.

The Terms of Reference outlined a process which involved producing an evidence-based report which would be used to identify town centre issues, and then developing *'an agreed vision to guide the creation of recommendations backed by an action plan with defined objectives, proposals, roles, budgets, milestones and performance measures that would improve Oakham town centre for the benefit of residents, businesses, the wider town, villages and visitors'*.

1.2 Following national good practice

This report and its recommendations for Oakham follow the methodology recently published by the Local Government Association in its *Revitalising Town Centres*. Here we have adopted a 'lite' version of the model, to take into account the expectations of the Oakham electorate, and in order to achieve early delivery, whilst acknowledging the limitations of current financial constraints.

The LGA handbook [<https://www.local.gov.uk/revitalising-town-centres-handbook-council-leadership>] uses an 'F-factors' checklist for creating a 'forward framework' for town centre revitalisation. Key elements to consider are:

Foundations: the process should be underpinned by an up-to-date review of existing strategies, collective objectives and evidence from recent surveys.

Function: action planning should begin with a clear statement of identified issues; recognition of council and partners' roles; the creation of suitable responses; acknowledgment of gaps in delivery; and identification of impact measures.

Form and Folk: next comes the development of appropriate organisational 'form' to coordinate activity including defining the roles of key partners and wider stakeholder engagement through 'folk'.

Finances: financial planning needs to include identifying opportunities for fund-raising, inward investment and partnership sustainability.

Forward planning: finally, everything is written down as a 'forward framework' and regularly reviewed.



1.3 Using the ‘town centre checklist’

Table 1 – Town centre checklist: Success Factors

| Table 1 – Town centre checklist: Success Factors | |
|--|--|
| FOUNDATIONS | |
| Evidence and objectives | Has a baseline survey of issues been completed, aims defined, objectives, scope and long-term monitoring of impacts agreed? |
| FUNCTION | |
| Parking, travel and access | Is an integrated and customer-focused parking, travel, and access strategy in place? |
| Planning and property | Are there robust town-centre-first policies, master-planning, priorities within and between towns and has work been coordinated with town centre businesses and landlords? |
| Streetscape and public realm | Has a funding strategy and ongoing, prioritised streetscape and public realm improvement plan been agreed with an understanding of ‘connected value’? |
| Business support | Is there tailored training/mentoring and a strategy to enhance the quality and distinctiveness of retail, services, hospitality and leisure businesses based on current provision, trends and knowledge of competing centres? |
| Place branding and marketing | Is there a clear understanding of the town brand with pooled budgets and a creative, collective marketing campaign? |
| Digital technology and data | Is there an ongoing assessment of digital infrastructure and skills with an investment plan and approach for the collective use of data in marketing and monitoring the town centre? |
| FORM | |
| Governance and influence | Is there an appropriate structure, membership and credibility to coordinate local stakeholder activity and influence cross-departmental or other strategic partnerships? |
| FOLK | |
| Community engagement and coordination | Is there strong public, private and community engagement with active and coordinated involvement in planning and delivery that extends to community assets development and is backed by a clear communications plan? |
| Roles and capacity | Are there an effective chair, suitably skilled board, employment of necessary staff, effective management of trained volunteers and clear lines for joint working with other stakeholder groups? |
| FUNDING | |
| Finances and investment | Is there an organisation with robust financial procedures and strategy agreed for diverse and sustainable fund raising and income to support a town centre? Is it 'run as a business' with inter-relationships understood and investment secured? |
| FORWARD PLANNING | |
| Strategy and plans | Is there a well-defined ‘forward framework’ comprising an overarching vision/strategy, a rolling organisational business plan and a parallel action plan coordinating delivery on the ground? |

1.4 Recommended outputs for Task & Finish Group

As outlined at the Task & Finish Group's August and September meetings, the recommendation for Oakham is that this approach is used to produce an initial Future Framework for the town comprising:

1. Factual evidence-base of key performance indicators and user/non-user/business perceptions of issues and priorities.
2. Analysis and agreement on priority issues and monitoring indicators to guide project planning by partners and wider stakeholders.
3. An ongoing communications and engagement plan for broadening understanding, support and involvement of stakeholders.
4. An outline partnership structure including coordinating group, theme-based delivery sub-groups, partners and responsibilities.
5. An initial statement of future resourcing needs for partnership development and project delivery.

2. Foundation – The factual evidence-base

2.1 Previous County Council research

At the beginning of the process the Task & Finish Group was provided with a summary of key findings from previous Rutland CC research by way of a PowerPoint presentation (available on-line at

<https://rutlandcounty.moderngov.co.uk/documents/s11999/2018-04-25%20Oakham%20Baseline%20Information1.pdf>.

The large number of free-text responses recorded in the two Rutland CC consultations of 2017 were studied, and the evidence of both these sources has been taken into account by the Task & Finish Group in the making of its recommendations.

2.2 Neighbourhood Plan research

The work of the Oakham Neighbourhood Plan (ONP) Steering Group has been progressing simultaneously with that of the Task & Finish Group. The ONP has been represented on the T&F Group and the findings of its 'Big Survey' undertaken mid-2017, in particular the hundreds of free-text comments, have also been instrumental in formulating the recommendations. Results of the ONP Big Survey can be seen on its website, www.oakhamnp.org.uk.

2.3 Oakham Evidence-base Report

A major achievement of the Task & Finish Group process has been the research and preparation of a town centre evidence-base report compiled by the Oakham Residents Group (see §§2.4 & 2.5 below). Following the Local Government Association methodology noted in §2.1 above, the report measures current town centre performance and stakeholder perceptions to help understand issues as a basis for developing suitable solutions.

2.4 The Process

Following accepted local authority practice, a body of research was undertaken by the Oakham Residents Group, based on a benchmarking system of collecting data corresponding to twelve Key Performance Indicators. These KPI relate to various aspects of the town centre, including the views of those who live, work and visit there. The data collected for those indicators which are relevant to Oakham (Table 2) were compared with statistics in a National Benchmark Database for Small Towns, which consists of information from small towns which had participated in this process in 2016.

The benefit of using such a benchmarking system is that it will:

- provide baseline data to understand individual town centres issues
- identify strengths, weaknesses, and opportunities for improvement
- assist in preparing local action plans to address identified issues
- monitor impact of local town centre regeneration over several years
- act as an evidence base for funding applications

(People & Places)

| Table 2 – Key Performance Indicators relevant to Oakham | |
|--|--------------------------------------|
| <i>The Place: Commercial Units</i> | |
| KPI 1: Use Class | Visual survey |
| KPI 2: Comparison/Convenience | Visual survey |
| KPI 3: Trader Type | Visual survey |
| KPI 4: Vacancy Rates | Visual survey |
| <i>The Place: Cross-town Trends</i> | |
| KPI 5: Markets | Visual survey |
| KPI 8: Footfall | Survey on market & quiet days |
| KPI 9: Car Parking | Audit on busy & quiet days |
| <i>The People: Stakeholder Surveys</i> | |
| KPI 10: Business Confidence Surveys | Postal survey |
| KPI 11: Town Centre Users Surveys | Face to face surveys / Online survey |
| : Town Centre Visitors | Face to face surveys |
| : Rutland County Visitors | Face to face surveys |
| KPI 12: Shoppers Origin Surveys | Shoppers Origin survey |

Between May and August 2018, with significant involvement from Oakham residents, data were collected for each KPI above. Additionally an extensive and detailed body of new observational data on footfall across the town centre and on parking has been collected, and this includes car parks and on-street parking. A full database of all businesses in Oakham was produced. In addition there were interviews with long-time market traders, and surveys carried out with Oakham Town Centre Visitors and Visitors to Rutland at specific tourist locations within a five-mile zone around Oakham.

2.5 The Evidence Base

The substantial body of data collected was the basis of a series of reports on each aspect of the town, which were illustrated with graphs and charts. The elements of the research were cross-referenced and the threads were then pulled together to paint a picture of how Oakham functions, incorporating and reflecting the views of the people who live, work and visit there.

The full Evidence-Base Report adopted on 18th October 2018 is attached and can be found on-line. The free-text answers contributed by survey respondents can be found in Appendix 1 of that Report.

3. Summary Evidence-Base Report

3.1. Local Economic Performance

It is widely recognised that High Streets are economically struggling, both nationally and indeed across Europe. Oakham is a County Market Town situated in a rural area. However there is a choice of alternative shopping and business destinations available to the people of Oakham and the surrounding villages. Within 10 to 15 miles we have the market towns of Stamford, Melton Mowbray and Market Harborough, and within 25 to 30 miles there are the cities of Leicester, Nottingham and Peterborough. For all these destinations most people are reliant upon private cars or public transport, which involve cost and time and are detrimental to the environment.

Oakham is on the doorstep, and yet one of the most important insights that come out of the Business Confidence Survey is the slowly declining rate of year-on-year growth and the lower expectation of growth continuing into 2018 in the Oakham business community, with two-thirds not expecting an increase in trade and 21% actually forecasting a decrease. It is also worrying that nearly half of the town centre businesses have been established for less than five years, which would seem to indicate a large turnover of retail premises even when allowance is made for several closures due to retirement. Customers build loyalties with local shops: individual customer comments were made bemoaning the loss of well-liked shops and services, and a too-frequent coming and going of retail outlets does nothing for the economic stability of the town.

From the business perspective negative financial issues relating to fundamental business overhead costs, such as rates and rents (19%), were identified, as was competition from internet and other locations (16%). Marginally higher were concerns relating to the declining number of local clients, with low footfall (17%) and inadequate parking (22%) listed as causes. These factors beg the question as to whether if local trade were to increase, the financial strain would be correspondingly reduced.

With parking there were more comments overall relating to hourly car park charges than to availability; one business commented that parking provision should 'remove pressure from shoppers allowing them to relax and stay' in town. The research confirms inadequacies in both parking and footfall. The overall picture of parking in the town centre shows that at the height of each shopping day, from 11am to 3pm, the car parks are frequently well over accepted levels of occupancy, and the high levels of footfall in the main short stretch of the High Street between Mill Street and Gaol Street do not extend to any of the other town centre shopping areas.

The people living in Oakham who do use the town centre are very loyal, and in our surveys 70% of those interviewed came into town more than once a week. The Shoppers Origins survey also demonstrates that the majority of those using the local businesses come from Oakham and Rutland within 10 miles. Overall however, although half the Oakham town users walked into town, nearly 40% came by car and therefore it is not surprising that 10% of them put parking on the list of improvements they would like to see.

The main area of dissatisfaction for half those interviewed was with the available retail offer, many citing the lack of shops with mid price-range goods and High Street names, and a surfeit of charity shops of which there are seven in prime locations in the town centre. The analysis of businesses by class shows that Oakham does in fact have a lower percentage of Class A1 shops (43%) than the National Database for Small Towns average (52%). In Oakham this difference equates to over 20 more retail outlets. The retail sector, however, is driven by financial viability and perhaps only a substantial increase in footfall and spending in the town would encourage an increase in the number and range of retail operations.

Oakham is fortunate in that the town is a regular destination for day visitors from a wide area with several

major cities within driving distance. For them, with 78% coming by car, parking was one of the equal top two improvements they wished to see, although of those more were concerned with the availability of the parking than the cost. The other top improvement that would enhance their visit was a better retail mix, and for them the independent shops at 58% were recorded as one of the top positive attributes of the town, not far behind the cafés and restaurants at 64%. The retail offer in Oakham, although lower than the national average in High Street names, is strong in independent shops, which make up 69% of businesses compared with the national average of 64%.

3.2 Local Usage of the Town

The largest audience for Oakham and what it has to offer is the population of the town itself, including the new settlement on its fringe at Barleythorpe, as well as the surrounding villages. The perception of Oakham by those who live here is a positive one, and when asked for one word to describe the centre there were 73% positive words as against only 27% negative ones. Their image is of a quaint, attractive, pleasant place, friendly with a community feel, and useful, compact and convenient for their needs; 80% of them would recommend a visit to the town.

This positive image is reflected in the attributes of Oakham that people most valued, and it is the catering establishments, the cafés, restaurants, pubs and bars, that came top of their list with 73 positive comments. Levels of negativity for the town were indeed much lower, but leisure facilities with 35 negative ratings, along with parking (35) and the retail mix (38), was amongst the highest. On the list of improvements that would encourage people to use the town more, leisure facilities, with 24 comments, also featured second highest. In individual comments, activities for children and young people, bowling, and many specific calls for a cinema were noted. The 'tourist' attractions in Oakham, the Rutland County Museum, Oakham Castle and the Rutland Farm Park, show strong local usage.

Quite high up in the order of negative attributes came 'traffic', expanded with additional comments, and also with 7% of suggestions for improvements that would encourage people to use the town centre more. The railway crossings are a fact of life in Oakham, but as comments show, they are an on-going source of irritation and inconvenience for many, but parking on pavements, safer provision for pedestrians crossing near junctions, and particularly reduced traffic speed and flow through the High Street, especially involving heavy goods vehicles, were called for.

Despite the high level of positivity for the town centre, 12% of the suggestions for improvement related to general town centre maintenance. Repaired pavements, more seating areas, more planting, better new architecture and better disabled access were requested.

3.3 Tourism in Oakham

Oakham is a destination town, attracting visitors from a wide area, but the majority, 64%, come from within easy driving distance, from the areas immediately surrounding Rutland. Added to this, the Shoppers Origins survey shows that on an average day of the week in Oakham, 28% of those who use local businesses are visitors, coming from ten miles away or more.

A majority of visitors come to Oakham, and indeed Rutland, on day trips and stay for between one and three hours in town, with only a third staying longer, a reflection perhaps on how much there is for visitors to do. Asked what improvements would have helped them to enjoy their visit more, after parking and more diversity of shops, the most numerous visitor comments were related to signage in the town for tourists and more information about the town and events. In particular signage to the main attractions of the 12th century Castle and the Rutland County Museum is very poor and the latter is closed on Sundays and Bank Holidays when there are many more tourists in the town.

More of those visitors in Oakham were on occasional and regular day visits than were here for a one-off visit, which suggests visitor loyalty and a good return rate. Around half of these are pairs, or small groups of adults, with a smaller percentage coming with children, so their visits are presumably not limited to weekends and school holidays. This view is upheld by the fact that the number of those using the retail and business outlets from more than 25 miles away was consistent across the week, rising steeply on the Saturday. Twice as many visitors were from only 11 to 25 miles away, and similarly consistent from Monday to Thursday but much higher on both Friday and Saturday. Sunday is a comparatively quiet day in the town, for locals and visitors alike, as the retail Sunday opening is fairly limited, and although the Castle is open in the afternoon, the Museum is closed. The overall percentage of visitors using Oakham shops and businesses is substantially higher than the national average.

Rutland Water and its associated local attractions are only a few miles from Oakham and yet there was a disappointingly low expectation amongst visitors at those locations of a visit to Oakham, with 15% having no idea what Oakham had to offer. In fact only 13% could recall having heard about Oakham from any source. For these visitors there was a low repeat visit rate amongst those who had been to Oakham on previous occasions. Those that came into the town were drawn mostly by the cafés and restaurants, the historic centre and shopping, but less than half of them were using each of these venues.

Despite the above, visitors hold a very positive image of Oakham: quaint, picturesque and historic, friendly and busy, and diverse and compact, were words they used to describe the town. This is a very similar selection to those used by the people who live here, and there were far fewer negative words used by visitors. Their perceptions of the town were positive, not just the cafés and restaurants, historic attractions and independent shops, but also the physical appearance of Oakham, its cleanliness, friendliness and the ease of walking around were appreciated.

3.4 Evidence-Base – Conclusion

This report looks at the interests of three groups of people, those who work in Oakham, those who live here and those who come to visit here. The same strands run through their comments, and the suggestions they make for a way forward are compatible. The issues that emerge from the research in this report might therefore form the basis of the future action which will affect all of them directly or indirectly.

The research draws a picture of Oakham as a traditional market town, with a strong and friendly identity, and an equally strong loyalty from those people who rely on it, and from those who visit regularly. These people all share the same attractive image of Oakham and similar positive views.

Maintaining and enhancing the identity of the town, building on its strengths, and addressing the issues highlighted by this report will encourage growth, with popular support, while still preserving Oakham's integrity.

Recommendation:

That Rutland County Council confirms its acceptance of the Evidence-base Report and its validity to determine regeneration priorities for Oakham.

4. Summary of Recommendations

This technological age is seeing fundamental and ubiquitous changes in life styles. For instance, we can now shop and be entertained without even leaving home. Nonetheless, from the detailed research we have undertaken we have learned that people who live in Oakham and its many visitors alike have a very positive view of the town and its friendliness, and appreciate its historic character and style. To ensure its success for the future we need to demonstrate that our town is a busy, vibrant, social place. We must make local people and visitors want to come into the town centre and to use it.

Amongst the measures we recommend we include adequate and attractively priced parking, more events and activities, and more enticing spaces. Calming town centre traffic and ensuring pedestrian safety with more crossing points is recommended. To enhance the townscape, we propose the reinstatement of heritage lighting of the type we once had, but with modern energy efficiency, and the replacement of lost trees. We envisage more suitable outdoor seating, for instance in the Market Place, to add to the attractiveness of the town and encourage increased use.

We can raise awareness of the fascinating history of Oakham with an illustrated heritage trail, using decorated floor tiles around the centre which will encourage visitors to explore. We can highlight our unique Castle and County Museum with attractive innovative signage.

Visitors add a great deal to the local economy. To ensure that our visitors enjoy their time here and come again, we suggest new tourist information boards, better pedestrian signage around the town, and an enhanced tourist offer. For the many tourists who come to Rutland Water and other neighbouring venues, we need much better promotion all around the county to show the attractions of Oakham as a destination town.

In our study, residents thought that we lacked leisure facilities. However, although we do not currently have a regular cinema or a bowling alley, in fact Oakham and Rutland have a wealth of leisure activities on offer. From theatre, music and food fairs through fitness and sports groups to lunch clubs and societies of all kinds, a wide range of interests for all ages is indeed catered for. Community and social engagement is really important, but what we lack are evening casual social venues for young people, and an effective channel of communication to inform all residents what is on offer, and so recommendations are made to address these issues.

Other steps can be taken too. A project to renovate the much neglected 'west end' of Oakham would make its mostly 18th and 19th century buildings into an attractive and characterful entrance to the town from the west. A retail trail to attract shoppers into the lesser used courts and yards of the town would increase footfall and add to the vitality of local businesses. Encouraging more markets and similar events would do the same.

The detailed Task & Finish Group's Visions, Recommendations and Solutions, keyed to what has been learned about the town and its people, indicate the direction of travel needed to achieve a successful regeneration of the town and are set out in Appendix 1 (pp22–29 below).

5. The Future Framework: An Oakham Regeneration Partnership

As this first part of this process draws to a conclusion with the production of the Evidence-base and Recommendations Reports, it will be important to maintain the momentum over the coming months. The formation of a new body is recommended, and a working title might be '*Oakham Regeneration Partnership*' to distinguish it from the Task and Finish Group activities to date, and to demonstrate that it represents the next phase.

Its purpose would be to deliver on the recommendations made by the Task & Finish Group by developing an action plan to implement a mix of 'quick win' projects and longer-term solutions. This initiative would need to be approved by Rutland County Council and its T&F Group partners before it could formally come into force.

The LGA handbook provides a valuable framework with a strategic long-term view of town revitalisation. However the Task & Finish Group considers that a 'lite' interpretation of the framework would be particularly useful in addressing Oakham's more short-term issues. This 'lite' approach uses fewer groups and hence fewer resources, both volunteer and official. It is also hoped that this approach will facilitate earlier delivery of all recommendations, thereby resolving issues that residents and town users have raised.

The new group would develop Terms of Reference that would outline how the following objectives could be achieved:

- Research in detail each agreed recommendation by the Task and Finish Group.
- Prepare action plans with breakdown of cost and suggested resources.
- Consult with stakeholder groups and public on proposed recommendations.
- Make any necessary amendments.
- Oversee the implementation of the recommendations as amended, with agreed timescales.
- Measure the success of each implemented element of the regeneration programme.

These terms of reference would be presented to a new Project Board or Steering Group for approval, with a development project plan including milestones, and monthly or quarterly reports.

6. Outline partnership structure

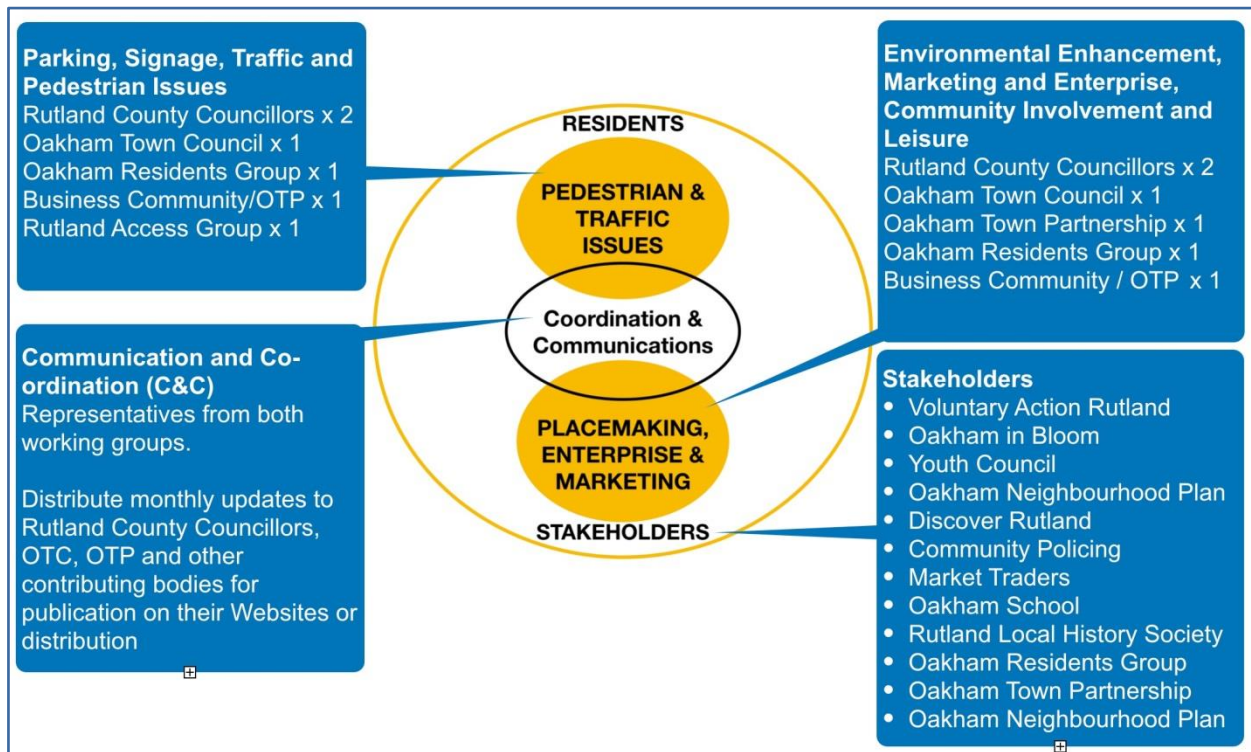
The development of an appropriate organisational 'form' is important to ensure that we have the correct structure, membership and credibility to co-ordinate stakeholder activity and influence cross-departmental or other strategic partnerships.

Community engagement for the Oakham Future Framework will be achieved through the identified local organisations and groups and their involvement in the process, with additional members co-opted onto working groups for specific projects if required. The support and engagement of Rutland County Council and Oakham Town Council will be fundamental to the success of this next phase of work.

Effective communication with key stakeholders – Oakham Residents Group, Oakham Town Partnership (OTP), Oakham Neighbourhood Plan, Voluntary Action Rutland (VAR), Oakham in Bloom, Rutland Youth Council,

Discover Rutland, Community Policing, Rutland Access Group, Oakham Market Traders, Oakham School, Rutland Local History & Record Society, Rutland Access Group and others – will be essential to our success.

The resulting populated Oakham Future Framework along with its key stakeholders might look like the diagram below.



7. Organisation and Future Planning

The overall structure suggested by the Task and Finish Group comprises two working groups, each covering related town issues, supported and co-ordinated by a third central group with chair, secretary and representatives from both working groups. This third group would also be responsible for distributing monthly updates to RCC, OTC, OTP and other contributing bodies for publication on their websites, and ensuring that the community is kept up to date with progress.

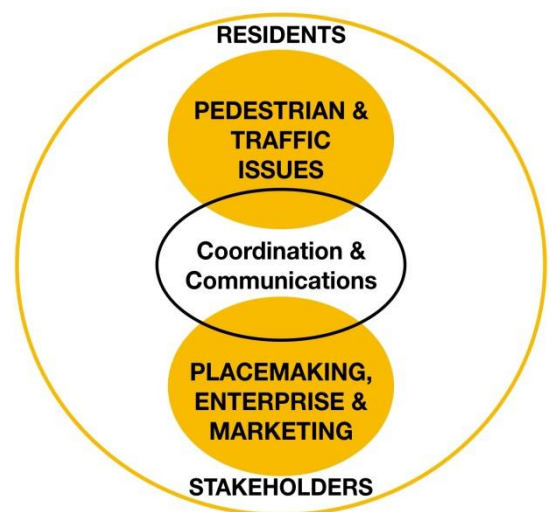
Working group areas of responsibility:

Group 1 – Parking, Traffic Issues, Pedestrian Safety and Signage

Group 2 – Placemaking, Marketing and Enterprise, Environmental Enhancement, Community Involvement and Leisure, Digital Technology & Data

Group 3 – Communication and Co-ordination, Consultation, Fundraising and Impact Monitoring

Below are suggestions for the aims, visions and scope of each of these three working groups.



Group 1: Parking, Signage, Traffic & Pedestrian Issues Working Group

Aim:

To deliver a cohesive strategy for improving the management and physical appearance of the highways and street-scene that increases the use, enjoyment and movement around Oakham by local users and visitors.

Proposed Membership:

| | |
|--------------------------|---------------------|
| Rutland County Council | x 2 representatives |
| Oakham Town Council | x 1 |
| Oakham Residents Group | x 1 |
| Business Community / OTP | x 1 |
| Rutland Access Group | x 1 |

Monitoring indicators: *Parking usage; foot-fall; stake-holder perceptions.*

The following areas and their associated vision and summary recommendations will be within the scope of this working group. The full list of relevant recommendations and action plans is on pp22–25 of Appendix 1.

A – PARKING

THE VISION

A town with adequate car parks and on-street parking for local users and visitors, creating a positive perception that when people come into town they will easily find parking, and be encouraged to return.

SUMMARISED PROJECT RECOMMENDATIONS

Quick Wins

1. A minimum of 50 additional car park spaces be brought into public use at the earliest opportunity, and a further 50 by summer 2019.
2. Implement a zoning system to simplify on-street parking in the town centre.
3. Increase allocation of public and/or shared parking bays to the north of the High Street to achieve acceptable on-street occupancy level.
4. Implement a pricing offer to entice increased usage of the town centre by local users.

Longer Term or Strategic Projects

5. Investigate parking provision targeted at long-stay town traders.
6. Look at best practice payment systems for car parks.
7. Implement local planning consideration for new developments to provide adequate staff or resident off-street parking.

B – TRAFFIC MANAGEMENT AND PEDESTRIAN SAFETY

THE VISION

A town centre with a safe, comfortable environment for pedestrians, but still accessible by local road users without undue stress, and with increased ease of movement about the town.

SUMMARISED PROJECT RECOMMENDATIONS

Quick Wins

1. Introduce 20mph speed limit in the central commercial hub of Oakham.
2. Review and repair of pavements.
3. Reduce the number of heavy vehicles through the town centre.

4. Implement well-designed traffic calming measures where required.

Longer Term or Strategic Projects

5. Highways to review pedestrian crossing issues, taking into account increased foot traffic from Barleythorpe Rd, Burley Rd and Penn St as a result of housing development, and researching alternative crossings scheme for High Street.
6. Install standard run-off lane from bypass into Uppingham Road from the south.
7. Measure and produce an air pollution report for High Street and both railway crossings.

C – SIGNAGE

THE VISION

All signage from the outskirts of Oakham to the centre and within the town should be appropriate, clear, well sited, and promote the benefits of the town to its best advantage.

SUMMARISED PROJECT RECOMMENDATIONS

Quick Wins

1. Implement weight restrictions through the town centre with appropriate signage.
2. More pedestrian signage to more aspects of the town (finger posts).

Longer Term or Strategic Projects

3. Re-assessment of all signage from the bypass and outskirts to the town centre, vehicular directional signs, attraction signs and car park signs, HGV signs and all pedestrian signage (including for long distance footpaths), ensuring all signage is up to date and appropriately sized.
4. Direct tourist traffic into the town, specifically along Uppingham Rd to Rutland County Museum, Rutland Farm Park, County Offices and Parking.

Recommendation:

That Rutland County Council establish and resource a Parking, Signage, Traffic & Pedestrian Issues Working Group to deliver a cohesive strategy and measurable town improvements by June 2020 through the improved management and physical appearance of Oakham's highways and street-scene, including selected 'quick wins' by September 2019.

Group 2: Placemaking, Enterprise & Marketing Working Group

Aim:

To deliver a cohesive strategy to enhance the historic character of the town, increase social activity and tourism with an improved offer, and to support the collective action of businesses to market and boost the existing offer of Oakham as a place for local residents and visitors to shop and enjoy hospitality.

Proposed Membership:

| | |
|--------------------------|---------------------|
| Rutland County Council | x 2 representatives |
| Oakham Town Council | x 1 |
| Oakham Town Partnership | x 1 |
| Oakham Residents Group | x 1 |
| Business Community / OTP | x 1 |

Monitoring indicators: *Business confidence; foot-fall; stakeholder perceptions.*

The following areas and their associated vision and summarised recommendations will be within the scope of this working group. The full list of relevant recommendations and action plans is on pp25–29 of Appendix 1.

D – ENVIRONMENTAL ENHANCEMENT AND TOURISM

THE VISION

To conserve and enhance the heritage street scene, preventing further erosion, and to promote tourism and invigorate local pride by building on its strengths and positive local and visitor perceptions to increase the vitality of Oakham, and thus increase footfall throughout the town.

Some of these recommendations would require support from other relevant bodies, Oakham Town Council, Oakham in Bloom, Oakham Town Partnership, and local Business Groups etc. Several of the recommendations may be expected to qualify for grant-aid from external funding bodies, and every effort should be made to obtain such support.

SUMMARISED PROJECT RECOMMENDATIONS

Quick Wins

1. Define the image of Oakham we wish to promote and adopt a unifying motif for all the town signage (eg possibly based on horseshoe with coronet from Castle).
2. Install large well-sited maps with key/pictures at every car park for tourist information.
3. Pedestrian signage: plan fuller scheme of more and updated finger posts to more destinations
4. Create an illustrated heritage trail with images, reproduced onto tiles and set into the pavement.
5. Prominent promotion of Oakham Castle and Rutland County Museum at each location.
6. Consultation on shop fronts and shop signage to meet heritage requirements.
7. Crown Walk to The Maltings: liaise with landlords/property owners to agree an attractive painted/marked pathway joining the two developments to increase footfall to both locations.
8. Design eye-catching openings into side-streets, yards and courts with composite boards for groups of businesses to replace separate A-boards and to direct shoppers into less used areas and streets.

Longer Term or Strategic Projects

9. Oakham Castle and Rutland County Museum: restructure and increase opening hours to increase the tourist offer, specifically school holidays, weekends and bank holidays.
10. Re-instate a well-signposted central tourist information office, with suitable opening hours.
11. Install heritage lighting in both Market Place and High Street to enhance the street scene.
12. Stricter planning application policy with better consultation for town centre, not just for listed buildings and conservation areas, to ensure the heritage street scene is protected.
13. Develop and implement a Market Place project: Submit options for public consultation. Consider increase of pedestrian area with some tree planting and additional seating possibilities, but keeping one row of chevron parking with vehicular entrance from Market Street, exiting from Market Place onto High Street.

E – COMMUNITY ENGAGEMENT

THE VISION

Develop improved local Community Engagement by increasing the attractiveness and vitality of the town and through good publicity of events and attractions.

SUMMARISED PROJECT RECOMMENDATIONS

1. Set up a central, effective and free agency at Oakham Library to collect information about local events, activities, clubs and societies for adults and children, with effective strategy to disseminate information to the town and county and to wider audiences.

2. Encourage more events in the town:
 - Major events to attract visitors, eg Christmas Market, &c.
 - Smaller non-profit-making community based events to draw local people into town at weekends.
 - Special events aimed at children during school holidays.
3. Investigate ways of increasing green space in the town centre.
4. Support a local bus service with appropriate timetable to allow Oakham residents to access activities and services on offer in the town.
5. Attractively way-marked path and cycle routes into town centre through housing estates to encourage walking/cycling into town.
6. Mobility access concerns: Consult on any new town centre plans to ensure changes are sympathetic to all needs.
7. Liaise with young people through Rutland Youth Council and other organisations to consider their needs. Look to expand the Youth offer, for which there is little currently available, for example casual evening venues such as cafés or drop in centres.
8. Investigate how to facilitate current plans for a cinema in Oakham.

F – MARKETING AND ENTERPRISE

THE VISION

Lift the profile of a vibrant Historic Oakham as a destination to visitors in Rutland and beyond.

SUMMARISED PROJECT RECOMMENDATIONS

1. Information/advertising boards at all local tourist venues and campsites, specifically targeting places around Rutland Water.
2. Photographic images of aspects of Oakham on the by-pass, roundabouts, &c.
3. ‘Visit Oakham’ illustrated tourist signs around the county.
4. Promote and signpost Oakham’s position on the Viking Way, Hereward Way and Macmillan Way long-distance walking trails and the National Cycle Network.
5. Key into major events such as Rutland Water Birdfair and Rutland CiCLE Classic.
6. Promote Oakham through ‘Discover Rutland’ and Discover Rutland website, with tourist publications distributed in surrounding counties and placed in hotels in the area.
7. Promote educational resources in the town (Museum, Castle, Farm Park) to schools in adjoining counties.

G – ENCOURAGING ECONOMIC GROWTH

THE VISION

Support retail and business cooperation to boost the existing offer of Oakham as a place for local residents and visitors to shop and enjoy hospitality, and increase footfall in all areas of the town.

SUMMARISED PROJECT RECOMMENDATIONS

1. A trade organisation is needed to coordinate promotional business and retail activity in the town.
2. Consider an Oakham ‘Buy Local’ loyalty card to encourage local shoppers.
3. Implement a ‘Retail Trail’ around the centre.

4. Consider financial start-up incentives for appropriate new businesses.
5. Consider a policy of encouraging 'pop-up' short-term businesses to keep empty retail premises in use till re-let.
6. Increase the use of Gaol Street as a market with more regular Farmers Markets and/or other occasional specialist markets.
7. Actively seek a change of use for the former Post Office to bring life and activity to the top of the Market Place.
8. Encourage increased offer of Sunday and evening shop/café openings.
9. Develop and implement a West End Renovation Project: Seek funding to improve the range of 18th and 19th century listed buildings, to create a characterful eatery quarter and an interesting entrance to the town from the west.

Recommendation:

That Rutland County Council establish a Placemaking, Enterprise & Marketing Working Group to deliver measurable town improvements by June 2020 through the collective action of local stakeholder groups, to boost Oakham's character, vitality and economic viability, including 'quick wins' by September 2019.

Group 3: Communication and Coordination

SUMMARISED PROJECT RECOMMENDATIONS

Aim:

To develop and oversee delivery of the 'Oakham Future Framework' by coordinating the activities of the two working groups; developing and delivering the communications and engagement plan; managing fund raising and financial accountability and overseeing impact monitoring.

Proposed membership:

- Independent chair
- Representatives from each of the two working groups
- Secretary

Objectives:

a) Business planning:

To develop, deliver, and quarterly and annually review the 'Future Framework', comprising a business plan for organisational development and an action plan for project delivery, in close consultation with the working groups.

b) Coordination:

To co-ordinate the activities of the two sub-groups to deliver a joined-up action plan for revitalising Oakham including investigating fund-raising opportunities, overall financial accountability and collating agreed impact monitoring.

c) Communications and engagement:

To develop and deliver an agreed communications and engagement plan in conjunction with the working groups.

Recommendation:

That Rutland County Council establish a Coordination and Communication Group to develop and deliver an effective communication and engagement strategy and oversee the sourcing of internal and external funding.

8. Project Development Time-frame

As the work moves towards a delivery phase with this proposal to develop the Oakham Regeneration Partnership it is important to consider the forward resourcing needs and timetable. The table below sets out the short term timetable for the next three months. During this period there are no more scheduled meetings of the Task and Finish Group and the independent chair's role has come to an end.

| <i>Future Framework Timetable and Actions November 2018 to January 2019</i> | | <i>Responsibility</i> |
|--|--|---|
| Week 1, w/c 12th November 2018 | <ul style="list-style-type: none"> • Future Framework issued to Scrutiny Panel and all partners organisations for discussion and agreement • Committee Partners to organise presentations / engagements to their organisations | Representative of Oakham Task & Finish Group Dan Bottomley (OTC), Joy Clough (ORG), Alf Dewis (OTP), Paul Dowse (ONP) & Tim Norton (OK2Way) |
| Week 3, w/c 26th November 2018 | <ul style="list-style-type: none"> • Partner feedback via meeting or email • Review and agreement on evidence collected • Responses received from Scrutiny Panel | Dan Bottomley (OTC), Joy Clough (ORG), Alf Dewis (OTP), Paul Dowse (ONP) & Tim Norton (OK2Way) Existing Oakham Task & Finish Group members Governance |
| Week 4, w/c 3rd December 2018 | <ul style="list-style-type: none"> • Revise Future Framework in light of feedback • Membership of Oakham Regeneration Partnership to be determined | Existing Oakham Task & Finish Group Members |
| Weeks 6-8, w/c 17th December 2018 | <ul style="list-style-type: none"> • Analysis of final responses from RCC full council meeting, all partners and stakeholder engagement to finalise the Future Framework | Existing Oakham Task & Finish Group Members / Oakham Regeneration Partnership |
| Week 9, w/c 7th January 2019 | <ul style="list-style-type: none"> • First Meeting of Oakham Regeneration Partnership • Produce a schedule of meetings • Design project planning templates • Determine the final membership of the working groups • Appointment of local Oakham Chair & Secretary | Oakham Regeneration Partnership |
| Week 10, w/c 17th January 2019 | <ul style="list-style-type: none"> • Establish financial framework • Domain name/email account to allow for professional email • Letter heading, address for correspondence, logo, point of contact | Oakham Regeneration Partnership |
| Week 11, w/c 24th January 2019 | <ul style="list-style-type: none"> • Agreement & publication of outline action plan • Action plan to deliver quick win projects by June 2019 | Oakham Regeneration Partnership / RCC website; Partners' email /web sites |

Longer-term resources and funding

The responsibility for providing the staff/volunteer support and skills required is outlined in the table below.

| <i>Staff/volunteer support or skills required</i> | <i>Responsibility</i> |
|--|-----------------------|
| Technical expertise for working groups including highways, building conservation; planning; and parking management | RCC |
| Working group secretarial functions | ORP |
| Coordination and planning of communications and engagement | ORP |
| Financial accountability (treasurer) | RCC |
| Fund-raising research and bid writing | ORP |
| Coordination of impact monitoring | ORP |
| Coordination of action plan delivery across working groups | ORP |
| Independent chair | ORP |

9. Recommendations to Council

It is recommended that Rutland County Council:

1. Confirm their acceptance of the Evidence-base Report and its validity to determine regeneration priorities for Oakham.
2. Support a community engagement process to ensure consultation with stakeholder groups and the wider community.
3. Agree the creation of an Oakham Regeneration Partnership by January 2019, comprising the following working groups (as detailed above, pp14–19):
 - a) Parking, Signage, Traffic & Pedestrian Issues.
 - b) Place-making, Enterprise & Marketing.
 - c) Co-ordination and Communication.
4. Agree the following support for the work of the Oakham Regeneration Partnership to enable it to deliver town benefits as set out in the T&F Group's recommendations, with measurable improvements by June 2020, including some 'quick wins' by September 2019:
 - a) Help to develop and maintain a communications strategy.
 - b) Financial management of projects by allocation of budgets and sourcing of external funding.
 - c) Input in feasibility planning and expertise in project development from relevant council officers.
 - d) Initial funding of £2,000 for admin, postage, printing, paper etc.

Appendix 1

The Task & Finish Group's Recommendations

Visions, Recommendations, Solutions

| A | PARKING |
|----------|---|
| | THE VISION |
| | A town with adequate car parks and on-street parking for local users and visitors, creating a positive perception that when people come into town they will easily find parking, and be encouraged to return. |
| | THE RECOMMENDATIONS |
| Priority | <ol style="list-style-type: none"> 1. A minimum of 50 additional car park spaces be brought into public use at the earliest opportunity, and a further 50 by summer 2019, and continued monitoring so that parking keeps pace with demand from additional housebuilding and increased tourism. 2. Implement a zoning system as detailed below to simplify on-street parking in the town centre. 3. Increase allocation of public and/or shared parking bays to the north of the High Street to achieve acceptable on-street occupancy level. 4. Implement a pricing offer to entice increased usage of the town centre by local users. 5. Investigate parking provision targeted at long-stay town traders. 6. Look at best practice payment systems for car parks. 7. Implement local planning consideration for new developments to provide adequate staff or resident off-street parking. |
| | THE ACTION PLAN – SOLUTIONS TO CONSIDER |
| | <p>Car parks</p> <ul style="list-style-type: none"> ➤ Increase parking for RCC employees on site. ➤ Investigate suitable additional car park space: Tesco has two vacant plots for sale. ➤ Negotiate with Network Rail for them to provide more parking for their rail users. ➤ Consider a basic 2-storey car park in the Westgate car park. ➤ If the Ambulance Station should move out, consider whether that site be acquired or used for parking. ➤ Given that we have so few parking spaces consider use of electronic signs at key points showing free spaces in all car parks. ➤ Investigate a park and ride scheme based at the Co-op supermarket. |
| | <p>On-street parking</p> <ul style="list-style-type: none"> ➤ One hour parking zone through High St, Melton Rd, Westgate, Market Place, Mill St, Catmose St. ➤ Two hour shared zone through Station Rd, Northgate, Burley Rd, Church St. ➤ Dean Street, Finkey St, Barlow Rd, New St, John St, South St, Penn St, Brooke Rd to remain Residents-only Zone. ➤ With the current apparent under-use of both shared and residents parking Mon-Fri daytimes in Northgate, Station Rd and Burley Rd, trial converting some residents spaces into shared parking bays. |

| | |
|-----------------|---|
| | <ul style="list-style-type: none"> ➤ Consider converting unrestricted parking to two hour shared parking and institute parking permits for town traders in Station Rd. ➤ Choose and promote parking apps such as justpark.com to encourage householders to lease their private parking. ➤ Station Rd: Increase number of spaces by making parking bay cut into wide pavement between Kilburn Rd and Old Police Station, and remove on-street bays on south side of road. |
| Priority | <p>Parking Fees</p> <ul style="list-style-type: none"> ➤ Incentive: Offer two hours free parking for Christmas shopping season. ➤ Free parking for local users up to 10.30am and after 4pm, ie within shop opening hours at times when the car parks are under less pressure. ➤ When car park payment machines need replacing look at other types of system. |

| | |
|-----------------|--|
| B | TRAFFIC MANAGEMENT AND PEDESTRIAN SAFETY |
| | THE VISION |
| | A town centre with a safe, comfortable environment for pedestrians, but still accessible by local road users without undue stress, and with increased ease of movement about the town. |
| | THE RECOMMENDATIONS |
| Priority | 1. Introduce 20mph speed limit in the central commercial hub of Oakham. |
| Priority | 2. Review and repair of pavements. |
| Priority | 3. Reduce the number of heavy vehicles through the town centre. |
| Priority | 4. Implement well-designed traffic calming measures where required. |
| Priority | 5. Highways to review pedestrian crossing issues, taking into account increased foot traffic from Barleythorpe Rd, Burley Rd and Penn St as a result of housing development, and researching alternative crossings scheme for High Street. |
| | 6. Install standard run-off lane from bypass into Uppingham Road from the south. |
| | 7. Measure and produce a pollution report for High Street and both railway crossings. |
| | THE ACTION PLAN – SOLUTIONS TO CONSIDER |
| | <p>Traffic Management</p> <ul style="list-style-type: none"> ➤ Traffic calming (as in Braunston Rd), for Barleythorpe Rd and Uppingham Rd. ➤ Barleythorpe Rd: speed limit and electronic speed signs. ➤ Look at position of Lidl supermarket entrance/exit on Lands End Way with view to separate exit away from junction with Barleythorpe Rd. ➤ Barleythorpe Rd: explore viability and benefit of widening road to three lanes alongside railway between crossing and station. ➤ Consider traffic box junctions at railway crossing junctions, ie Long Row/ Cold Overton Rd, Welland Way/Brooke Rd, Welland Way/Derwent Drive, West Rd/Cold Overton Rd. ➤ Long Row: cut parking bays back into verge to keep two free traffic lanes at Cold Overton Rd junction. ➤ Brooke Rd: implement the planned road layout between Cricket Lawns and level crossing. ➤ Monitor West Rd/Cold Overton Rd junction to check if change of priority needed. ➤ High Street: review phasing of Melton Rd/ New Street traffic lights. |
| | <p>HGVs and LGVs</p> <ul style="list-style-type: none"> ➤ Look at loading time restraints for town centre. |

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| Priority | <p>Pedestrian Safety</p> <ul style="list-style-type: none"> ➤ Implement pavement repairs asap at a time convenient to traders, prioritise paving around library. ➤ Public consultation where materials might be changed. ➤ Investigate ways of discouraging parking on pavements to reduce obstruction and lessen damage to pavements. ➤ Improve facility of crossing at junction of Melton Rd, Station Rd and Northgate to include refuges. Look at existing plans for adjusting road alignment at this junction produced in 2017. |
| Priority | <ul style="list-style-type: none"> ➤ Look at road marking to emphasise Melton Rd zebra crossing to increase awareness and safety. ➤ Research alternative pedestrian crossing schemes (RCC monitoring 2016/17 showed as many people cross between the marked crossings as on them) – more crossing points, with low raised pads, change of surface colour and low key marking would slow traffic and allow more on-street parking. Research DFT Capital Grants Fund. ➤ Consider new pedestrian crossing on Burley Rd near car park entrance, and South St near Penn St, the latter to enable safer crossing for residents of large sheltered housing complexes. ➤ Consider central road refuge for pedestrians crossing Burley Rd from Catmose St to High Street. A temporary refuge could be installed to trial suitability. Longer term widening the road at that point by cutting back the pavement might be considered since it would not impact on the gardens. Consult with Oakham in Bloom. ➤ Improve safety in Brooke Rd from level crossing to Trent Rd, by creating parking bays to keep pavement clear, and two clear lanes for cyclists (children cycling to school), traffic and both school and hopper buses. ➤ Investigate safety issues of Catmose College students issuing from Park Lane and heading into town. |
| | <p>Pollution</p> <ul style="list-style-type: none"> ➤ Signs to ask drivers to switch off engines while waiting for trains at crossings. |

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| C | SIGNAGE |
| | THE VISION |
| | All signage from the outskirts of Oakham to the centre and within the town should be appropriate, clear, well sited, and promote the benefits of the town to its best advantage. |
| | THE RECOMMENDATIONS |
| | <ol style="list-style-type: none"> 1. Implement weight restrictions through the town centre with appropriate signage. 2. More pedestrian signage to more aspects of the town (finger posts). 3. Re-assessment of all signage from the bypass and outskirts to the town centre, vehicular directional signs, attraction signs and car park signs, HGV signs and all pedestrian signage (including for long distance footpaths), ensuring all signage is up to date and appropriately sized. 4. Direct tourist traffic into the town, specifically along Uppingham Rd to Rutland County Museum, Rutland Farm Park, County Offices and Parking. |
| | THE ACTION PLAN – SOLUTIONS TO CONSIDER |
| | <ul style="list-style-type: none"> ➤ Uppingham Rd/Catmose St traffic lights directional parking signs for weekend parking for cars and campervans. |

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| | <ul style="list-style-type: none"> ➤ Seasonal management of vegetation obstructing signs. ➤ Regular maintenance of signs to ensure smartness and legibility. ➤ Control proliferation of advertising banners on bypass adjoining roundabouts. ➤ For pedestrian signage see recommendations in Environmental Enhancement. |
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| D | ENVIRONMENTAL ENHANCEMENT AND TOURISM |
| | THE VISION |
| | To conserve and enhance the heritage street scene, preventing further erosion, and to promote tourism and invigorate local pride by building on its strengths and positive local and visitor perceptions to increase the vitality of Oakham, and thus increase footfall throughout the town. |
| | THE RECOMMENDATIONS |
| | <ol style="list-style-type: none"> 1. Define the image of Oakham we wish to promote and adopt a unifying motif for all the town signage (eg possibly based on horseshoe with coronet from Castle). 2. Install large well-sited maps with key/pictures at every car park for tourist information. 3. Pedestrian signage: plan fuller scheme of more and updated finger posts to more destinations. There are currently five heritage-style finger post signs installed with a varying number of arms. These should be reviewed as to their content and position, with the aim of adding additional arms with much more local information where necessary and/or re-siting where poorly positioned. Additional sites for similar signs, including in car parks, should be identified, and other pedestrian signage should be brought into line and/or updated. 4. Create an illustrated heritage trail with images, reproduced onto tiles and set into the pavement. The tiles would be located at places of specific interest. This will create a cultural walking experience, following brass style arrows on the pavements, with local motif, for visitors and residents to celebrate the heritage and identity of Oakham and encourage the footfall and flow of people around the town. There would be a written guide and an app link to a heritage website. This should be a project with community involvement and possible Arts Council funding (as with existing Gaol St wall panels). 5. Prominent promotion of Oakham Castle and Rutland County Museum at each location. These are both tourist attractions of national importance, but very under-promoted. Prominent attractive artwork at the bottom of Castle Lane and on Uppingham Road would alert tourists to their positions. Consultation with Historic England needed, and grant funding should be sought. 6. Stricter policy and consultation on shop fronts and shop signage to meet heritage requirements. 7. Crown Walk to The Maltings: liaise with landlords/property owners to agree an attractive painted/marked pathway joining the two developments to increase footfall to both locations. 8. Design eye catching openings into side-streets, yards and courts with composite boards for groups of businesses to replace separate A-boards to direct shoppers into less used areas and streets. Entrances to passages and yards could be highlighted with tall shrubs in planters, thereby increasing the 'green' credentials of the town. Consultation with Oakham in Bloom recommended. 9. Oakham Castle and Rutland County Museum: restructure and increase opening hours to increase the tourist offer, specifically school holidays, weekends and bank holidays. |

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| | <p>10. Re-instate a well signposted central tourist information office, with suitable opening hours.</p> <p>11. Install heritage lighting in both Market Place and High Street to enhance the street scene. Modern period-style wall mounted lamps could be installed with economic and effective LED lighting. They are available in styles akin to those used in Oakham in the past. Placement should aim to enhance the period building ranges and heritage buildings, during the day for character as well as at night. These are used to good effect in other parts of the town, ie the Maltings, Gaol St and Dean St.</p> <p>12. Stricter planning application policy with better consultation for town centre, not just for listed buildings and conservation areas, to ensure the heritage street scene is protected.</p> <p>13. Develop and implement a Market Place project: Submit options for public consultation. Consider increase of pedestrian area with some tree planting and additional seating possibilities, but keeping one row of chevron parking with vehicular entrance from Market Street, exiting from Market Place onto High Street. Consider making whole Market Place level with no raised kerbs, easier for pedestrians, pushchairs and mobility vehicles and avoiding trip hazards when events held there. Research plans made by RCC in 2017 to see if they could be adapted to meet current need.</p> |
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| E | COMMUNITY ENGAGEMENT |
| | THE VISION |
| | Develop improved local Community Engagement by increasing the attractiveness and vitality of the town and through good publicity of events and attractions. |
| | THE RECOMMENDATIONS |
| | <p>1. Set up a central, effective and free agency at Oakham Library to collect information about local events, activities, clubs and societies for adults and children, with effective strategy to disseminate information to the town and county and to wider audiences by a wide variety of vehicles:</p> <ul style="list-style-type: none"> ➤ Start-up campaign to inform local organisations. ➤ Maintain an inclusive database of Rutland groups, clubs and societies including Parish Councils and other relevant bodies, with contact information. ➤ Promote and maintain a specific effective, well designed website (replacing the section on RIS – Rutland Information Service) with sections to include events, regular clubs and activities, local Societies and activities and events for children and for young people. ➤ Produce a monthly diary list of events for the website and circulate it by e-mail to all groups on the database for further dissemination. ➤ Install electronic sign board with scrolling information in Oakham town centre to alert town users of imminent events – footfall research suggests corner of Gaol St and High St. ➤ Liaise with free publications, eg ‘The Village Diary’ and ‘In & Around Oakham’, to disseminate event information through their diary pages. ➤ Publicise the Monthly Events Diary widely. (Rutland Radio, press, social media, RCC Website and newsletter, OTC website, Discover Rutland Website, Oakham Needs etc). <p>2. Encourage more events in the town:</p> <ul style="list-style-type: none"> ➤ Major events to attract visitors, eg Christmas Market, Food Fairs, Beer/Cider Festivals, and events to showcase local products, businesses and restaurants. ➤ Smaller non-profit-making regular events to draw local people into town at weekends: These can be community based, and of local interest, pop-up museum, farm park petting corner, demonstrations, local charity stalls, Street theatre, music groups, &c. |

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| | <ul style="list-style-type: none"> ➤ Special events aimed at children during school holidays. <ol style="list-style-type: none"> 3. Investigate ways of increasing green space in the town centre. Identify key spaces that could be enhanced with planting of suitable trees in association with lighting (uplighting for trees?), seating, and possible shelter structure (eg High St by Congregational Church, Baptist Church, entrance to Gaol Street, outside Wilkos, Market Place). Consultation with Oakham in Bloom is recommended for this project. 4. Support a local bus service with appropriate timetable to allow Oakham residents to access activities and services on offer in the town, particularly elderly, vulnerable and isolated people who lack transport and who may be out of walking distance. Currently no bus service to Oakham west after 2.30pm. 5. Attractively way-marked path and cycle routes into town centre through housing estates to encourage walking/cycling into town, in conjunction with RCC's Rights of Way Improvement Plan (RoWIP), with an accompanying and easily accessible printed and on-line rights of way map. 6. Mobility access concerns: liaise with Rutland Access Group on town centre issues. Consult on any new town centre plans to ensure changes are sympathetic to all needs. 7. Liaise with young people through Rutland Youth Council and other organisations to consider their needs. Look to expand the Youth offer, currently little available casual evening venues, such as cafés or drop in centres. Look at funding for making more use of the Jules Centre, which is well placed with good outside space. 8. Investigate how to facilitate current plans for a cinema in Oakham similar to that in Melton Mowbray. |
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| F | MARKETING AND ENTERPRISE |
| | THE VISION |
| | Lift the profile of a vibrant Historic Oakham as a destination to visitors in Rutland and beyond. |
| | THE RECOMMENDATIONS |
| | <ol style="list-style-type: none"> 1. Information/advertising boards at all local tourist venues and campsites, specifically targeting places around Rutland Water. 2. Photographic images of aspects of Oakham on the by-pass, roundabouts etc. 3. 'Visit Oakham' illustrated tourist signs around the county. Consider using suitably sited existing traffic sign poles to affix tourism signs on the back, facing traffic from the opposite direction (used to good effect eg around Ludlow). 4. Promote and signpost Oakham's position on the Viking Way, Hereward Way and Macmillan Way long distance walking trails and the National Cycle Network in conjunction with the RoWIP. 5. Key into major events such as Rutland Water Birdfair and Rutland CiCLE Classic. 6. Promote Oakham through 'Discover Rutland' and Discover Rutland website. 7. Promote educational resources in the town (Museum, Castle, Farm Park) to schools in adjoining counties. 8. Promote through tourist publications in surrounding counties. 9. Tourist literature to be placed in hotels in the area. |

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| G | ENCOURAGING ECONOMIC GROWTH |
| | THE VISION |
| | Support retail and business cooperation to boost the existing offer of Oakham as a place for local residents and visitors to shop and enjoy hospitality, and increase footfall in all areas of the town. |
| | THE RECOMMENDATIONS |
| | <ol style="list-style-type: none"> 1. A trade organisation is needed to coordinate promotional business and retail activity in the town. 2. Consider an Oakham ‘Buy Local’ loyalty card to encourage local shoppers. 3. Implement a ‘Retail Trail’ around the centre to increase footfall off the High Street, promote window vignettes for independent local shops/ buy local scheme. 4. Consider financial start-up incentives for appropriate new businesses. 5. Consider a policy of encouraging ‘pop-up’ short-term businesses to keep empty retail premises in use till re-let. 6. Increase the use of Gaol Street as a market with more regular Farmers Markets and/or other occasional specialist markets. 7. Actively seek a change of use for the former Post Office to bring life and activity to the top of the Market Place. 8. Encourage increased offer of Sunday and evening shop/café openings. 9. West End Renovation Project: Seek funding to improve the range of 18th and 19th century listed buildings, to create a characterful eatery quarter, and interesting entrance to the town from the west. <ul style="list-style-type: none"> ➤ Working party to undertake research, prepare plans and gain support from businesses and landlords, and Historic England, and source project funding. ➤ Renovation of buildings, replacement windows in styles more in keeping with period. ➤ Complementary colour scheme for repainting walls. ➤ Cohesive style/colour use for shop signs. ➤ Encourage eateries to meet 5-star hygiene standards. ➤ Explore possibility of attractive well-lit covered area with benches, tables for eating out. ➤ Provision of bins for rubbish. ➤ Display board with map of all local restaurants and takeaways. 10. Promote major events to attract visitors, eg Christmas Market, Food Fairs, Beer/Cider Festivals, and events to showcase local products, businesses and restaurants (<i>see</i> E – Community Engagement). 11. Consistent look for composite shop advertising boards at junctions/ yards/passages to replace A-boards (see environmental enhancement). 12. Where suitable premises exist in town, limit further town edge shopping outlets which attract people away from the centre. 13. Encourage engagement with town centre landlords and property companies. |

Oakham Task & Finish Group



Oakham Town Task & Finish Group Evidence-base Report

as adopted on 18th October 2018

| | | |
|--|--|----------------|
| Acknowledgements | | p2 |
| Introduction | | pp3-4 |
| General Summary | | pp5-7 |
| KPI 1, 2, 3, 4 | Oakham Business Classification | pp8-11 |
| KPI 5 | Oakham twice-weekly Market 2018 | pp12-13 |
| KPI 8 | Oakham Footfall Survey 2018 | pp14-17 |
| KPI 9 | Car parking in Oakham 2018 | pp18-28 |
| KPI 10 | Business Confidence Survey | pp29-33 |
| KPI 11 - A | Local Town Centre Users Survey | pp34-39 |
| - B | Oakham Town Visitors & Rutland Visitors Surveys | pp40-47 |
| KPI 12 | Shoppers Origin Survey | pp48-50 |
| The issue of air pollution around the level crossing on Brooke Road | | pp51-52 |
| Appendix A | Individual comments from 2018 research | pp53-61 |

Reports prepared and collated by Joy Clough, Co-ordinator, Oakham Residents Group, on the basis of data collected and presented by volunteer residents of Oakham



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The commitment of Oakham residents to this Task & Finish Group project looking at ways to regenerate the town is evident in the amount of time, work and effort they have put into the research which supports the reports presented here.

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Amelia Seymour and the Rutland Youth Forum, Joy Clough

With apologies to anyone whose name has been inadvertently omitted.

Introduction

The Oakham Regeneration Project Task & Finish Group, a Council and Community Working Party, was set up by Rutland County Council in the face of substantial public concern over the direction being taken for the future improvement and development of Oakham Town Centre. Guided by an Independent Chair, Chris Wade of 'People and Places', the aim has been to produce a body of research into the town to measure performance and assess any current issues and areas of concern, and on this basis to draw up recommendations to guide effective future town centre planning.

The research is based on the 'People & Places Town Centre Benchmarking System', which shows how to collect data corresponding to twelve Key Performance Indicators. These KPI relate to various aspects of the town centre, including the views of those who live, work and visit there. The data collected for those indicators which are relevant to Oakham (Table 1) have been compared with statistics in a National Benchmark Database for Small Towns, which consists of information from small towns which had participated in this process in 2016.

The benefit of using such a benchmarking system is that it will:-

- *provide baseline data to understand individual town centres issues*
- *identify strengths, weaknesses, and opportunities for improvement*
- *assist in preparing local action plans to address identified issues*
- *monitor impact of local town centre regeneration over several years*
- *act as an evidence base for funding applications*

(People & Places)

| Table 1 – Key Performance Indicators relevant to Oakham | |
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| <i>The Place: Commercial Units</i> | |
| KPI 1: Use Class | Visual survey |
| KPI 2: Comparison/Convenience | Visual survey |
| KPI 3: Trader Type | Visual survey |
| KPI 4: Vacancy Rates | Visual survey |
| <i>The Place: Cross-town Trends</i> | |
| KPI 5: Markets | Visual survey |
| KPI 8: Footfall | Survey on market & quiet days |
| KPI 9: Car Parking | Audit on busy & quiet days |
| <i>The People: Stakeholder Surveys</i> | |
| KPI 10: Business Confidence Surveys | Postal survey |
| KPI 11: Town Centre Users Surveys | Face to face surveys / Online survey |
| KPI 12: Shoppers Origin Surveys | Shoppers Origin survey |

Between May and August 2018, with support from Oakham residents, data were collected for each KPI above. Additionally an extensive and detailed body of information on footfall across the town centre and on parking has been collected, and this includes car parks and on-street parking. A full database of all businesses in Oakham has been produced. In addition there were interviews with long-time market traders, and surveys carried out with Oakham Town Centre Visitors and Visitors to Rutland within a five-mile zone around Oakham.

The substantial body of data collected is the basis of these reports, and has been used to create the graphs and charts which illustrate them. All statistics given in the reports derive from these data, and statements alluding to 'additional data' refer to this overall body of evidence which is held in reserve but which may not be specifically illustrated.

Some numerical anomalies occur where average figures are shown, which have been rounded to the nearest whole number. Some discrepancies also occur when survey respondents omitted to answer specific questions.

An evaluation of the collected data follows to illustrate how each report, while offering valid specific information, relates to and impacts on each of the other reports to provide a very comprehensive overall picture. The reports, showing the findings for each Key Performance Indicator, then form the main body of this document.

The preliminary versions of the reports on KPI 1-4, 5, 8 and 9 which were submitted to the Task & Finish Group meeting on 16th August 2018 and bearing that date are superseded by the amended versions in this document.

Two additional surveys, an on-line survey and a Youth Survey, are currently awaiting completion. Reports on these will be submitted as supplementary documents later.

Appendix A contains the respondents' written comments from the Task & Finish Group surveys, listed under the headings of the relevant questions. Also extremely valid and available are the comments made in response to the 2017 consultations by RCC and the Oakham Neighbourhood Plan.

*Joy Clough
Oakham Residents Group
September 2018*

General Summary

This report for the Oakham Regeneration Project Task & Finish Group contains individual papers for each of the KPI indicators noted in the Introduction (p3, Table 1). The research for each topic is pertinent in its own right, but in this summary they are cross-referenced to illustrate a full picture of how Oakham currently performs.

Local Economic Performance

It is widely recognised that High Streets are economically struggling, both nationally and indeed across Europe. Oakham is a County Market Town situated in a rural area. However there is a choice of alternative shopping and business destinations for the people of Oakham and the surrounding villages. Within 10 to 15 miles we have the market towns of Stamford, Melton Mowbray and Market Harborough, and within 25 to 30 miles there are the cities of Leicester, Nottingham and Peterborough. For all these destinations most people are reliant upon cars or public transport, which involve cost and time and are detrimental to the environment.

Oakham is on our doorstep, and yet one of the most important insights that come out of the Business Confidence Survey is the slowly declining rate of year-on-year growth and the lower expectation of growth for 2018 in the Oakham business community, with two-thirds not expecting an increase in trade and 21% actually forecasting a decrease (p30, Table 2). It is also worrying that nearly half of the town centre businesses have been established for less than five years, which would seem to indicate a large turnover of retail premises even when allowance is made for several closures due to retirement (p39, Fig. 1). Customers build loyalties with local shops: individual customer comments were made bemoaning the loss of well-liked shops and services, and a too-frequent coming and going of retail outlets does nothing for the economic stability of the town.

From the business perspective negative financial issues relating to fundamental business overheads, such as rates and rents (19%), were identified, as was competition from internet and other venues (16%). Marginally higher were concerns relating to the declining number of local clients, with low footfall (17%) and inadequate parking (22%) listed as causes (p31, Fig. 3). These factors beg the question as to whether if local trade were to increase, the financial strain would be correspondingly reduced.

With parking there were more comments overall relating to hourly car park charges than to availability; one business commented that parking provision should 'remove pressure from shoppers allowing them to relax and stay' in town. The research confirms inadequacies in both parking and footfall. The overall picture of parking in the town centre shows that at the height of each shopping day, from 11am to 3pm, the car parks are frequently well over accepted levels of occupancy (p19, Fig. 1), and the high levels of footfall in the main short stretch of the High Street between Mill Street and Gaol Street do not extend to any of the other town centre shopping areas (p15, Table 1).

The people living in Oakham who do use the town centre are very loyal, and in our surveys 70% of those interviewed came into town more than once a week (p34, Table 2). The Shoppers Origins survey also demonstrates that the majority of those using the local businesses come from Oakham and Rutland within 10 miles (p49, Fig. 1). Overall however, although half the Oakham town users walked into town, nearly 40% came by car and it is not therefore surprising that 10% of them put parking on the list of improvements they would like to see.

The main area of dissatisfaction for half those interviewed was with the available retail offer, many citing the lack of shops with mid price-range goods and High Street names, and a surfeit of charity shops of which there are seven in prime locations in the town centre (p39, Fig. 5). The analysis of businesses by class (p9, Table 1)

shows that Oakham does in fact have a lower percentage of Class A1 shops (43%) than the National Database for Small Towns average (52%). In Oakham this difference equates to over 20 more retail outlets. The retail sector, however, is driven by financial viability and perhaps only a substantial increase in footfall and spending in the town would encourage an increase in the number and range of retail operations.

Oakham is fortunate in that the town is a regular destination for day visitors from a wide area with several major cities within driving distance. For them, with 78% coming by car, parking was one of the equal top two improvements they wished to see, although of those more were concerned with the availability of the parking than the cost (p47, Fig. 4). The other top improvement that would enhance their visit was a better retail mix, and for them the independent shops at 58% were recorded as one of the top positive attributes of the town, not far behind the cafés and restaurants at 64% (p44, Table 10). The retail offer in Oakham, although lower than the national average in High Street names, is strong in independent shops, which make up 69% of businesses compared with the national average of 64%.

Local Usage of the Town

The largest audience for Oakham and what it has to offer is the population of the town itself, including the new settlement on its fringe at Barleythorpe, as well as the surrounding villages. The perception of Oakham by those who live here is a positive one, and when asked for one word to describe the centre there were 73% positive words as against only 27% negative ones. Their image is of a quaint, attractive, pleasant place, friendly with a community feel, and useful, compact and convenient for their needs; 80% of them would recommend a visit to the town (p38, Fig. 4 & Table 6).

This positive image is reflected in the attributes of Oakham that people most valued, and it is the catering establishments, the cafés, restaurants, pubs and bars, that came top of their list with 73 positive comments. Levels of negativity for the town were indeed much lower, but leisure facilities with 35 negative ratings, along with parking (35) and the retail mix (38), was amongst the highest (p37, Table 5). On the list of improvements that would encourage people to use the town more, leisure facilities, with 24 comments, also featured second highest. In individual comments, activities for children and young people, bowling, and many specific calls for a cinema were noted (p39, Fig. 5). The 'tourist' attractions in Oakham, the Rutland County Museum, Oakham Castle and the Rutland Farm Park, show strong local usage (p50, Fig. 4).

Quite high up in the order of negative attributes came 'traffic', expanded with additional comments, and also with 7% of suggestions for improvements that would encourage people to use the town centre more. The railway crossings are a fact of life in Oakham, but as comments show, they are an on-going source of irritation and inconvenience for many, but parking on pavements, safer provision for pedestrians crossing near junctions, and particularly reduced traffic speed and flow through the High Street, especially involving heavy goods vehicles, were called for.

Despite the high level of positivity for the town centre, 12% of the suggestions for improvement related to general town centre maintenance. Repaired pavements, more seating areas, more planting, better new architecture and better disabled access were requested.

Tourism in Oakham

Oakham is a destination town, attracting visitors from a wide area (p50, Fig. 3), but the majority, 64%, come from within easy driving distance, from the areas immediately surrounding Rutland (p40, Table 2). Added to this, the Shoppers Origins survey shows that on an average day of the week in Oakham, 28% of those who use local businesses are visitors, coming from ten miles away or more (p48, Table 1).

A majority of visitors come to Oakham, and indeed Rutland, on day trips and stay for between one and three hours in town, with only a third staying longer, a reflection perhaps on how much there is for visitors

to do. Asked what improvements would have helped them to enjoy their visit more, after parking and more diversity of shops, the most numerous visitor comments were related to signage in the town for tourists and more information about the town and events (p47, Fig. 4). In particular signage to the main attractions of the 12th century Castle and the Rutland County Museum is very poor and the latter is closed on Sundays and Bank Holidays when there are many more tourists in the town.

More of those visitors in Oakham were on occasional and regular day visits than were here for a one-off visit, which suggests visitor loyalty and a good return rate (p35, Table 3). Around half of these are pairs, or small groups of adults, with a smaller percentage coming with children, so their visits are presumably not limited to weekends and school holidays (p42). This view is upheld by the fact that the number of those using the retail and business outlets from more than 25 miles away was consistent across the week, rising steeply on the Saturday. Twice as many visitors were from only 11 to 25 miles away, and similarly consistent from Monday to Thursday but much higher on both Friday and Saturday. Sunday is a comparatively quiet day in the town, for locals and visitors alike (p49, Fig. 1), as the retail Sunday opening is fairly limited, and although the Castle is open in the afternoon, the Museum is closed. The overall percentage of visitors using Oakham shops and businesses is substantially higher than the national average (p48, Table 1).

Rutland Water and its associated local attractions are only a few miles from Oakham and yet there was a disappointingly low expectation amongst visitors at those locations of a visit to Oakham, with 15% having no idea what Oakham had to offer. In fact only 13% could recall having heard about Oakham from any source (p42, Table 7). For these visitors there was a low repeat visit rate amongst those who had been to Oakham on previous occasions. Those that came into the town were drawn mostly by the cafés and restaurants, the historic centre and shopping, but less than half of them were using each of these venues.

Despite the above, visitors hold a very positive image of Oakham: quaint, picturesque and historic, friendly and busy, and diverse and compact, were words they used to describe the town. This is a very similar selection to those used by the people who live here, and there were far fewer negative words used by visitors (p46, Fig. 3). Their perceptions of the town were positive, not just the cafés and restaurants, historic attractions and independent shops, but also the physical appearance of Oakham, its cleanliness, friendliness and the ease of walking around were appreciated (p44, Table 10).

Conclusion

This report looks at the interests of three groups of people, those who work in Oakham, those who live here and those who come to visit here. The same strands run through their comments, and the suggestions they make for a way forward are compatible. The issues that emerge from the research in this report might therefore form the basis of the future action which will affect all of them directly or indirectly.

The research draws a picture of Oakham as a traditional market town, with a strong and friendly identity, and an equally strong loyalty from those people who rely on it, and from those who visit regularly. These people all share the same attractive image of Oakham and similar positive views.

Maintaining and enhancing the identity of the town, building on its strengths, and addressing the issues highlighted by this report will encourage growth, with popular support, while still preserving Oakham's integrity.

*Joy Clough
Oakham Residents Group*

KPI 1, 2, 3, 4: Oakham Business Classification – Oakham Residents Group

This is an analysis of 259 businesses in Oakham town centre. For the purposes of this report, the parameters of the commercial hub of Oakham have been set as illustrated on the map below (Fig. 1). This covers the majority of retail businesses in the town and is done so that parallels may be drawn between these data and the data from the footfall and parking surveys which cover the same area. There are also commercial data available for the whole extent of the town including the industrial parks.

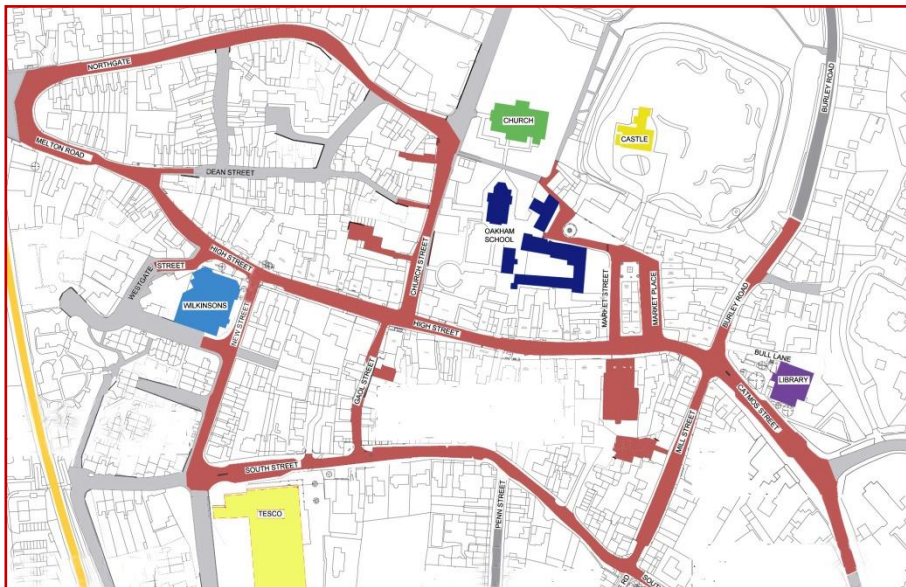


Fig. 1.
Map of Oakham town centre, indicating in pink the streets covered by the analysis in this report

“It is important to understand the scale and variety of the ‘commercial offer’ throughout the town. A variety of shops and a wide range of services in a town are important to its ability to remain competitive and continue to attract customers. Sustaining a balance between the different aspects of buying and selling goods and services ensures that the local population (and visitors from outside) can spend time and money there, keeping the generated wealth of the town within the local economy. Importantly, it forms the employment base for a substantial proportion of the community too, helping to retain the population rather than lose it to nearby towns and cities.” (People and Places)

KPI 1 – Commercial Units: Use Class

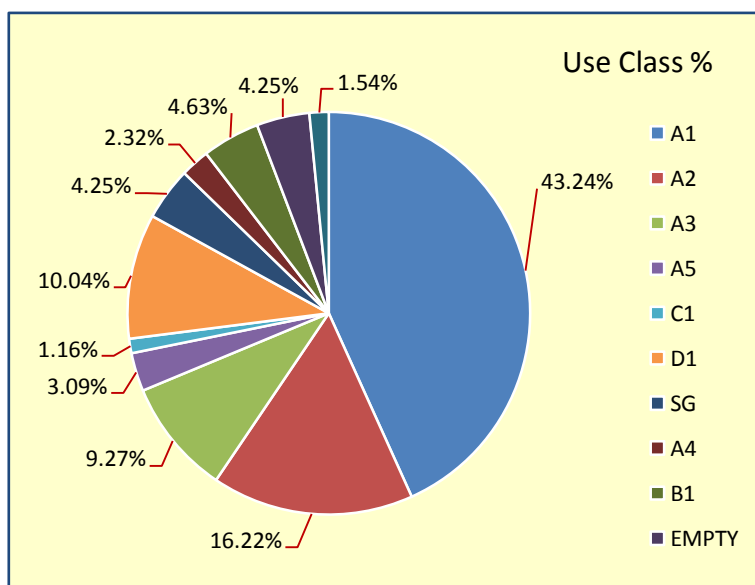


Fig. 2.
Use class of Oakham businesses by percentage

| Table 1 – Oakham businesses classified by the Town & Country Planning (Use Classes) Order 1987 | | Oakham 2018 Number | Oakham 2018 % | National Benchmark for Small Towns % |
|--|--|--------------------|---------------|--------------------------------------|
| A1 | Shops | 112 | 43% | 52% |
| A2 | Financial and Professional Services including banks, estate agents, betting offices | 42 | 16% | 14% |
| A3 | Restaurants and Cafés | 24 | 9% | 8% |
| A4 | Drinking Establishments | 6 | 3% | 4% |
| A5 | Hot Food Takeaways | 8 | 3% | 4% |
| B1 | Businesses | 12 | 5% | 3% |
| B2 | General Industrial | - | - | 1% |
| B8 | Storage and Distribution | - | - | 0 |
| C1 | Hotels | 3 | 1% | 1% |
| C2 | Residential Institutions | - | - | 0 |
| C2A | Secure Residential Institution | - | - | 0 |
| D1 | Non Residential Institutions e.g. halls, museums, libraries, places of worship | 26 | 10% | 6% |
| D2 | Assembly and Leisure | - | - | 1% |
| SG | Sui Generis ("unique" establishments) e.g. tanning and beauty salons, dog parlours, veterinary clinics, petrol filling stations, nightclubs, launderettes, and tattoo studios, | 11 | 4% | 5% |
| - | Vacant premises | 11 | 4% | 9% |
| RS | Residential | 4 | 2% | - |
| Total Premises | | 259 | | |

The data analysis for Oakham in Table 1 above shows how the quantity and type of businesses compares to the benchmarking for small towns nationally. Oakham has a markedly smaller percentage of shops, only 43% compared to the average of 52%. However financial and professional services are 2% higher at 16% and businesses also come in slightly stronger, 2% above the benchmark. In hospitality the numbers of restaurants/café's, takeaways and hotels are comparable with national averages. At 10% it would appear that there is a higher proportion of (D1) public buildings in Oakham, the national average being 6%.

KPI 2 – Commercial Units: Comparison versus Convenience

“The presence of a variety of shops in a town centre is important to its ability to remain competitive and continue to attract customers. A balance of both comparison and convenience retail units is therefore ideal in terms of encouraging visitors and potential customers.” (*People and Places*)

A1 Retail units selling goods can be split into two different types, Comparison and Convenience, thus:

Convenience goods – low-cost, everyday items that consumers are unlikely to travel far to purchase

- Food and non-alcoholic drinks
- Tobacco
- Alcohol
- Newspapers and magazines
- Non-durable household goods

Comparison goods – all other retail goods

- Books
- Clothing and footwear
- Furniture, floor coverings and household textiles
- Audio-visual equipment and other durable goods
- Hardware and DIY supplies
- Chemists goods
- Jewellery, watches and clocks
- Bicycles
- Recreational and miscellaneous goods
- Hairdressing

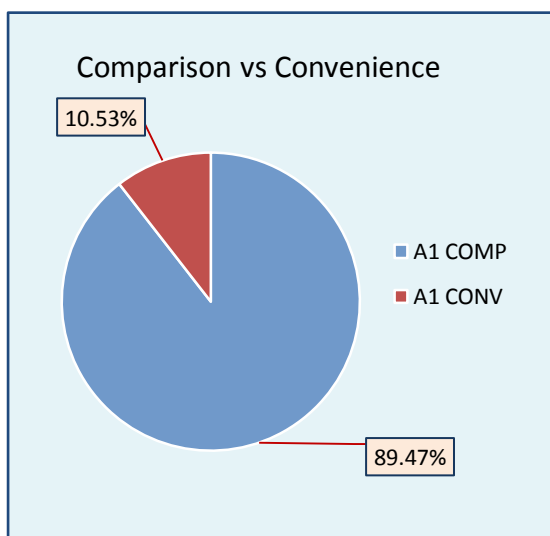


Fig. 2. Convenience and comparison stores in Oakham

| Table 2 | Oakham 2018 Number | Oakham 2018 % | National Benchmark for Small Towns % |
|--------------|--------------------|---------------|--------------------------------------|
| Comparison | 99 | 89 % | 82% |
| Convenience | 13 | 11% | 18% |
| Total | 112 | 100% | 100% |

It is interesting to see that Oakham has a different balance of shop categories to the national average with a greater proportion of comparison shops, 89 % compared to 82%, and a smaller number of convenience shops, with only 11% compared to the national average of 18%. The survey of town users shows that local people are coming very regularly into the town centre, 30% every day and 41% of them more than once a week, and in this scenario perhaps the town needs a greater number of convenience shops.

KPI 3 – Commercial Units: Trader Types

“The vitality of a town centre depends highly on the quality and variety of retailers represented. Certain national retail businesses are considered key attractors and are particularly important in terms of attracting visitors and shoppers to a town. The character and profile of a town often also depend on the variety and mix of independent shops that can give a town a ‘unique selling point’. A sustainable balance of key attractors and multiple names alongside local independent shops is therefore likely to have the greatest positive impact on the vitality and viability of a town.” *(People and Places)*

Of those retail chains considered Key Attractors by Experian Goad [global business location experts], there are only four in Oakham town centre (Table 4). At just 4% this is substantially under the 7% national average for small towns. A Marks & Spencers Food outlet at the petrol filling station on the bypass which might otherwise be counted is too far out to qualify, and the other supermarkets on the outskirts of Oakham, namely Aldi, Lidl and the Co-op, are not included in that list of Key Attractors.

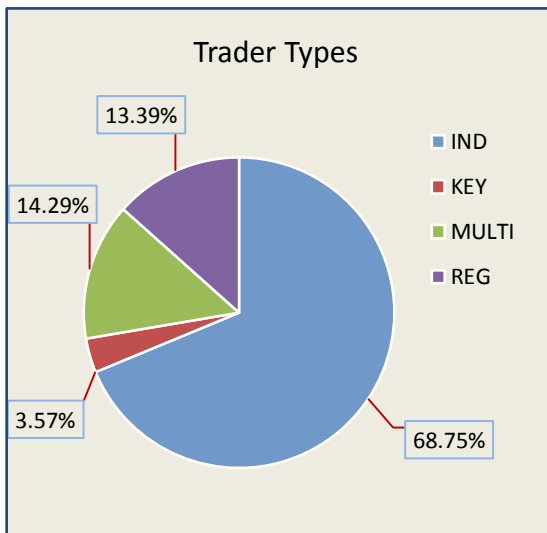


Fig. 3. Trader types in Oakham

| Table 3 | Oakham 2018 Number | Oakham 2018 % | National Benchmark for Small Towns % |
|-----------------------|--------------------|---------------|--------------------------------------|
| Key attractor | 4 | 4% | 7% |
| Multiple | 16 | 14% | 19% |
| Regional | 15 | 13% | 10% |
| Independent | 77 | 69% | 64% |
| Total Shops A1 | 112 | 100% | 100% |

| Table 4 – Town centre ‘key attractors’ | |
|--|--------------------|
| Mixed Goods Retailers | Boots Wilkinson |
| Other Retailers | Carphone Warehouse |
| Supermarkets | Tesco |

Of the multiple traders with household names Oakham again falls short, with 14% against the national average of 19%. In Oakham this category includes for example Carpet World, Mercury News and Fatface. However it also includes national charity shops of which there are seven in the town centre, which means that there is a very small proportion of High Street brands in the Town.

Oakham has a higher proportion of regional shops, with 13% to the national average of 10%. These shops include butchers, pet supplies, ladies’ fashions and hairdressers amongst others.

Oakham is also strong in the final category of independent shops. Here we have 69% against the national average of 64%.

KPI 4 – Commercial Units: Vacancy Rates

“Vacant units are an important indicator of the vitality and viability of a town centre. The presence of vacant units over a period of time can identify potential weaknesses in a town centre, whether due to locational criteria, high rent levels or strong competition from other centres.” (*People and Places*)

| Table 5 – Vacant commercial premises | Oakham (number) | Oakham 2018 % | Nat. Small Towns % |
|--------------------------------------|-----------------|---------------|--------------------|
| Vacancy % | 11 | 4% | 9% |

From the 259 commercial units in the retail, economic hub of Oakham here analysed, there are currently 11 vacant premises. This is 4% of the whole and as such registers less than half the comparative level recorded for small towns nationally. This is of course a fluid situation, as there are some businesses which are known to be closing shortly, while others may recently have been re-let.

Joy Clough, Jenny Hughes, Ann Robinson, Nick Woodley
Oakham Residents Group Report
August 2018

KPI 5: Oakham twice-weekly Market 2018 – Oakham Residents Group

Oakham is a ‘Market Town’ with a market charter dating back to 1252. The market is a significant part of the town’s historical identity and is still the prerogative of the lord of the manor. Local people feel very strongly about the market, irrespective of how little they may actually use it (see comments in Appendix 1).

The market is also vital to the life and vibrancy of the town centre, and provides a mechanism for a diverse range of local enterprises to start, flourish and grow, supplementing the mix of retail services on offer in the town.

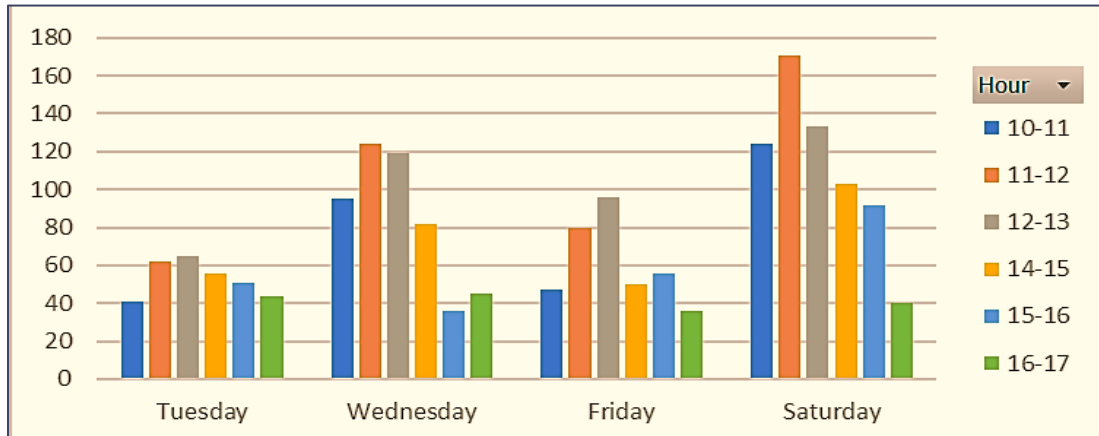


Fig. 1. Graph showing footfall in the Market Place over two market and two non-market days

That the footfall average in the Market Place is higher than the other roads off the High Street is largely due to shoppers visiting the Wednesday and Saturday markets. The graph (Fig. 1) clearly shows the spike in numbers on Wednesdays and Saturdays. There would be a similar considerable footfall spike on the chart for Gaol Street on the one Saturday a month when the popular Farmer’s Market is held there.

Both the size and the composition of Oakham Market have changed over recent years, within the memory of many residents. Twenty to thirty years ago the market was larger with up to about 30 stalls and a waiting list. There was a good range of stalls selling provisions, with three greengrocers, fishmonger, meat and game, cheese and dairy products, bakery items and also a wide offering of other stalls. By then the area in front of the Post Office had been paved with York slabs and the market stalls extended to the Buttercross.

But in January 2014 the Post Office Counter was closed and relocated to the High Street, and the market manager is of the opinion that it is following this move that the market has slowly declined and shrunk back to mostly fit within the main Market Square. The empty Post Office building no longer draws people up to the top of Market Place. The future use of this building is critical to the growth of the Market and footfall in the Market Place.

Today, the number of market traders is below the average for towns of this size. There are fewer stalls and the offering is ever changing as stalls come and go. We have lost two of the three greengrocers – possibly due to competition with the supermarkets – but there are more specialist and local food offerings now. There is also a varied range of other products for sale and an extremely large and popular fresh flower and plant stall, in keeping with modern trends.

| Table 1 – Number of market traders | Wednesday Market | Saturday Market | National Small Town Benchmark |
|------------------------------------|------------------|-----------------|-------------------------------|
| Average number | 14 | 14 | 15 |

In the Resident Group's Survey of Visitors to Rutland, 26% of those questioned had visited the market in Oakham.

In the Oakham Town Centre Visitor Survey, 44 % of respondents picked the market out as being a positive aspect of the town, with only 3% seeing it as having a negative aspect.

The result of the companion Oakham Town Centre Users Survey was slightly more complex as only 41% of local people highlighted the market as a positive aspect of the town, and of the 12% who thought it a negative aspect, many were commenting on its decline over recent years.

Comments about the market made by local people as part of one-way and Neighbourhood Plan consultations in 2017 (from Appendix 2) are added below.

Comments about the Market taken verbatim from the 2017 consultation documents

The market needs special attention. The roadworks have recently reduced the number of traders. Emphasis should be on an increase in traders as Oakham is a Market Town and this brings in visitors.

We need better markets.

Support for the market.

Please don't ruin the twice weekly market. We use the market each time and find it a marvellous addition to Oakham's poor retail offering.

Local, trendy crafts from more alternative market stalls (jewellery, bags, clothes, shoes) like Covent Garden.

Indoor market, more regular market.

Indoor markets are a magnet for visitors and we certainly should have one.

Wednesday and Saturday markets are a plus for Oakham and the farmers' market should be expanded.

Encourage larger market Wednesday & Saturday. Encourage art & craft markets in Market Place.

You could make the Market Place better for the stall holders.

Save our market!

The 'market' is no longer a market as such.

The attraction of an 'ancient' market.

The Market Square: Currently we have a twice weekly market with 3 in particular first class traders,

The reduction of the stalls area in the Market Place allowing for wider pavements would be another erosion of its character and charm. We need to keep things original as possible, retain its rustic appearance not clinicalise the town. We want Oakham to be an active, busy town, not a clean cut picture postcard.

My thoughts are that we are known as a market town but in reality we don't have much of a market to boast about! How nice would it be if we had this space to open up an area where we could introduce local and out of area market stalls who can trade 365 days of the year, coffee bars that can use outside seating during the warmer months of the year promote the town's market which seems to us to be in decline.

*Joy Clough
Oakham Residents Group
August 2018*

KPI 8: Oakham Footfall Survey 2018 – Oakham Residents Group

The people who come into Oakham town centre – residents, workers, visitors and shoppers – are vital to the success of the businesses within the town centre. Provided there is adequate available disposable income in the population, the more people who are attracted into the town, the better the trade, and the more prosperous local businesses become. One might expect that this in turn would benefit the town, for example by making longer opening hours or Sunday opening more viable, and by attracting other businesses, and thus more employment, to the town.

To build a picture of how Oakham currently functions, a footfall sample was taken in six locations around the town over a four-day period. These locations were:

- High Street – east, between Mill St and Gaol St
- High Street – west, between Gaol St and New St
- Church Street
- Mill Street
- Gaol Street
- Market Place

The sample comprised six 10-minute counts, three at hourly intervals between 10 am and 1 pm, to compare with national benchmarking figures, and another three at hourly intervals from 2pm to 5pm, to complete the bigger picture. These counts were done on four days: two non-busy days and the two market days, Wednesday and Saturday. Individual graphs have been produced for each location and are available.

An ideal sample would have been taken at exactly the same times on the same days across the six locations. However as we were reliant on the time available to our volunteers, the counts were made over a three-week period. The readings for each half day are consecutive, but the days are not necessarily consecutive, and some morning and afternoon counts were taken in different weeks. We are very grateful for the time given to the task by members of the Oakham Residents Group.

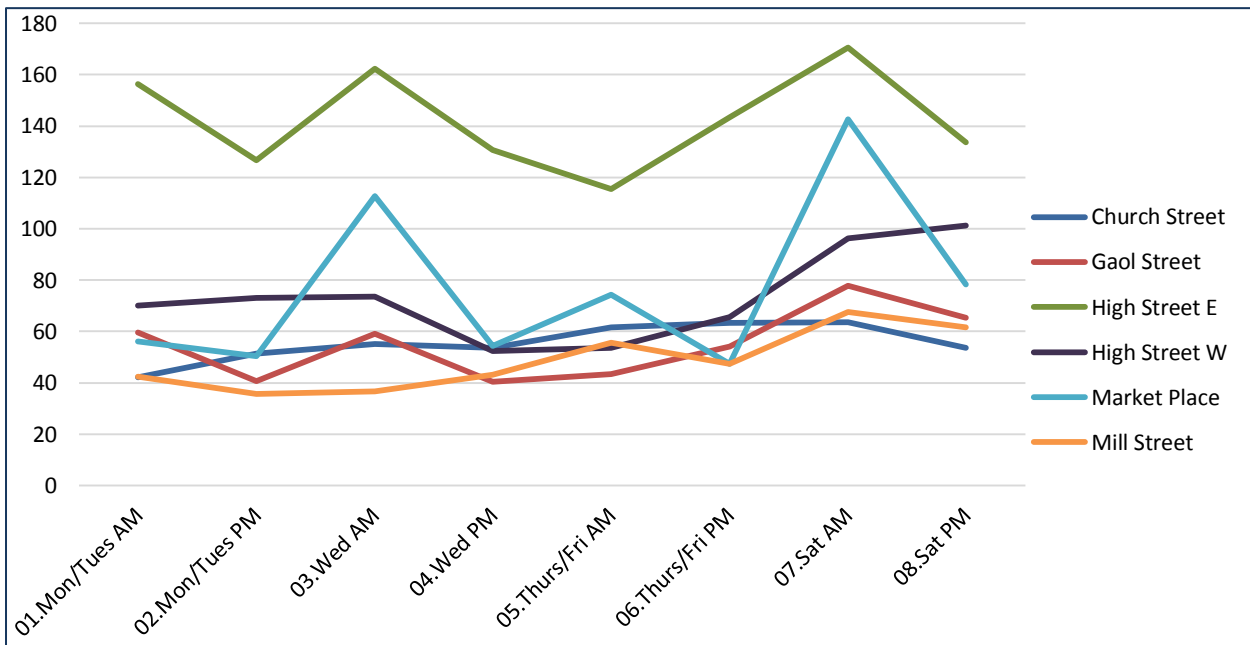


Fig. 1. Line graph showing average footfall in the six locations over the four days

The line graph shows quite clearly that the eastern half of the High Street is by far the most popular destination for town users, with an average footfall that is 50% to 65% higher than that of any other location.

Pedestrians access the central stretch of High Street via three roads at the east end and three at the west end, all of which lead to car parks which circle the town centre. There are also two well-used passages through to the High Street from South Street which are used by people walking into town along Penn Street and across South Street (see map). However, the footfall count would seem to indicate that visitors arriving via any one of these various routes do not circulate around the other shopping roads, thus depriving Church Street, Mill Street, Gaol Street and off-street shops (such as Crown Walk, Knights' Yard and the Maltings) of the benefit of the higher footfall enjoyed in the High Street. Of the other town centre shopping streets, Mill Street has the lowest overall footfall.

| High St – east | Market Place | High St – west | Church St | Gaol St | Mill St |
|----------------|--------------|----------------|-----------|---------|---------|
| 142 | 77 | 73 | 56 | 55 | 49 |

When considering the variation in footfall between the six locations, there is any number of possible reasons, such as: the volume of foot traffic into town along each town centre road from the car parks; the volume of foot traffic from the surrounding housing estates; the adequacy of signage or direction into the smaller shopping streets and arcades from the High Street; or the attractiveness of the retail offer in each location.

Figs. 2–5. Percentage of businesses by usage class in primary retail locations

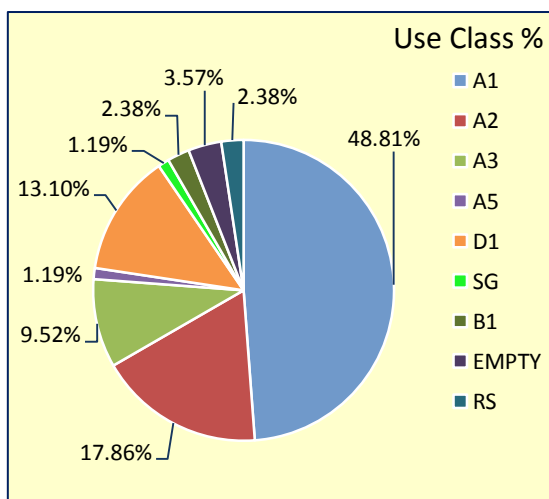


Fig. 2. High Street with Crown Walk

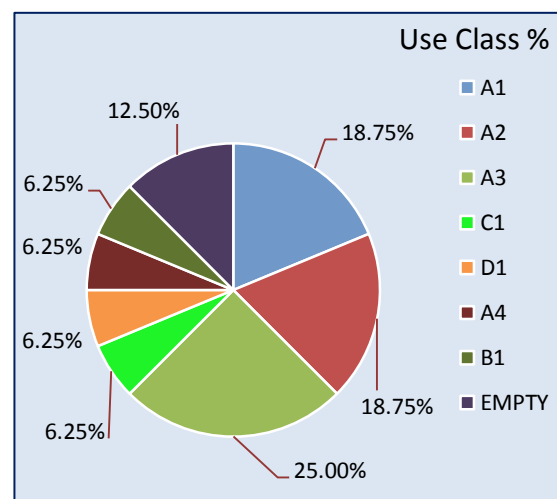


Fig. 3. Church Street with Baker's Yard

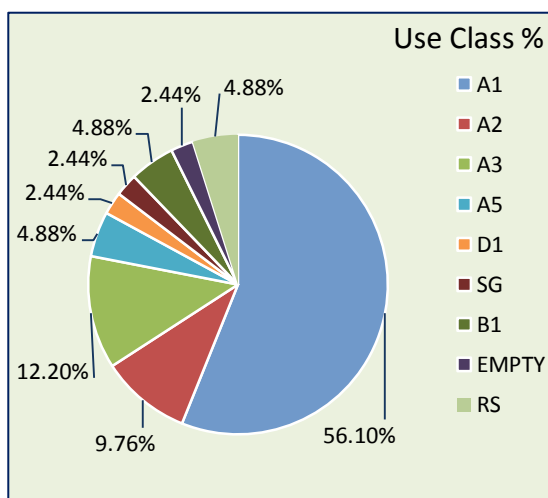


Fig. 4. Mill Street with the Maltings

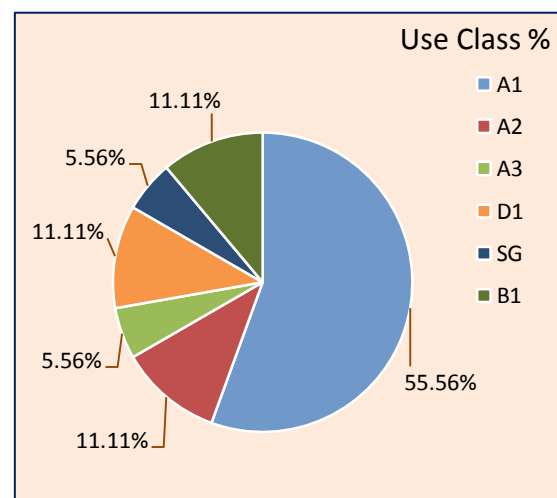


Fig. 5. Gaol Street with Knights' Yard

With regard to the retail character of the different locations, these four pie-charts compare the retail offering between the four main shopping locations, with the table below showing the precise figures. In three of the locations, High Street, Mill Street and Gaol Street, there are very similar proportions of business types. In Church Street, however, the pattern is noticeably different. Here there is a much smaller proportion of shops, less than half the other three, but a substantially higher percentage of cafés, restaurants and drinking establishments.

High Street, with the highest footfall, has by far the greatest offering as, with Crown Walk, there are 84 premises in all, slightly more than twice that of Mill Street with the Maltings which have a total of 41. Footfall in the High Street, however, is three times that of Mill Street, and yet in the latter there are 23 shops, slightly more than half the number in High Street plus 7 cafés, restaurants and takeaways.

Gaol Street with Knights Yard and Church Street with Bakers Yard have 18 and 16 businesses respectively. This is less than half of those in Mill Street, yet the footfall in each of these locations is a little greater, and although there is a contrast in the retail mix between these two areas, the footfall is about the same. Thus it would appear that the commercial offer may not be the main factor in this footfall anomaly.

| Table 2 – Number of businesses by class in each location sampled | | High St & Crown Walk | | Church St & Bakers Yard | | Gaol St & Knights Yard | | Mill St & The Maltings | |
|---|---------------------------------------|---------------------------------|-----|------------------------------------|-----|-----------------------------------|-----|-----------------------------------|-----|
| A1 | Shops | 41 | 49% | 3 | 19% | 10 | 55% | 23 | 56% |
| A2 | Financial & Professional Services | 15 | 18% | 3 | 19% | 2 | 11% | 4 | 10% |
| A3 | Restaurants and Cafés | 8 | 10% | 4 | 25% | 1 | 6% | 5 | 12% |
| A4 | Drinking Establishments | – | – | 1 | 6% | – | – | – | – |
| A5 | Hot Food Takeaways | 1 | 1% | – | – | – | – | 2 | 5% |
| B1 | Businesses | 2 | 2% | 1 | 6% | 2 | 11% | 2 | 5% |
| C1 | Hotels | – | – | 1 | 6% | – | – | – | – |
| D1 | Non Residential Institutions | 11 | 13% | 1 | 6% | 2 | 11% | 1 | 2% |
| SG | Sui Generis ("unique" establishments) | 1 | 1% | – | – | 1 | 6% | 1 | 3% |
| | Empty premises | 3 | 4% | 2 | 13% | – | – | 1 | 2% |
| | Residential | 2 | 2% | – | – | – | – | 2 | 5% |
| | Total number of Businesses | 84 | | 16 | | 18 | | 41 | |

In comparison with other similar sized benchmarked towns, and using only the comparable data from the three 10am to 1pm readings, Oakham High Street is performing very well, with an average of 166 passers-by per 10 minutes on market days and 135 on non-market days. This compares to 98 and 86 respectively for small towns nationally on market day and non-market days. The other locations in the town however do not compare so well, falling well below the benchmarking figures, as can be seen in the table below.

| Table 3 | Oakham High Street from Mill St to Gaol St | Average of all other locations in Oakham | National Small Town Benchmark |
|----------------|---|---|--------------------------------------|
| Market day | 166 | 78 | 98 |
| Non market day | 135 | 56 | 86 |

These data samples indicate that the footfall pattern in Oakham town centre needs further examination, and measures should be considered to encourage a better flow of visitors around these smaller side streets and off-street shopping areas. How to increase footfall in Church Street, Gaol Street and Mill Street, and therefore potentially improve trade, is an issue which should be explored.

There is a noticeable difference in the average footfall between market and non-market days across the town. On the Wednesday (mid-week) market days the average footfall is 7% higher than on the other weekdays, but on the Saturday market day the difference is considerably higher at 35%. This does illustrate the contributory value of the market in drawing people into the town. An increase in footfall in the town would possibly encourage new traders to the market, which in turn would attract more shoppers.

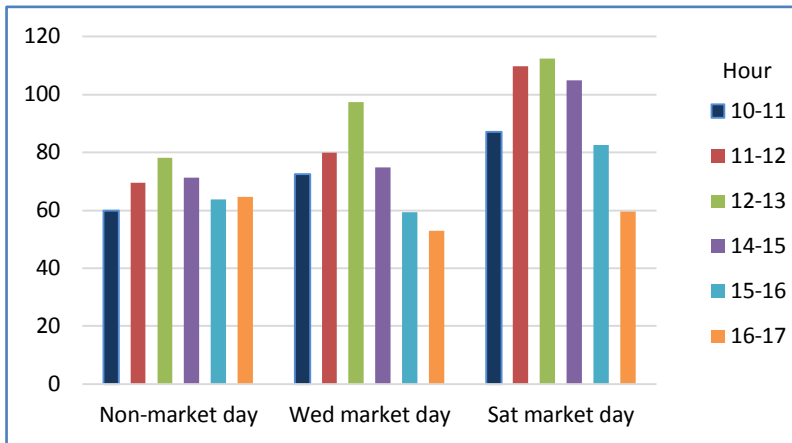


Fig. 6. Graph showing comparison of footfall numbers across the town between market days and non-market days

The graph also illustrates the gradual rise in the footfall count through the morning up to and including lunchtime, after which numbers start to drop, declining quite rapidly at the end of the afternoon, particularly on market days. The figures confirm that the average morning footfall was 15% higher than afternoon footfall.

The one exception to this pattern can be seen on Tuesdays and Thursdays in Church Street, where at the end of the school day many pupils from Oakham School take this road for permitted free time in town. This anomaly has somewhat skewed the graph above (Fig. 6) by raising the average figures for the later afternoon readings on non-market days.

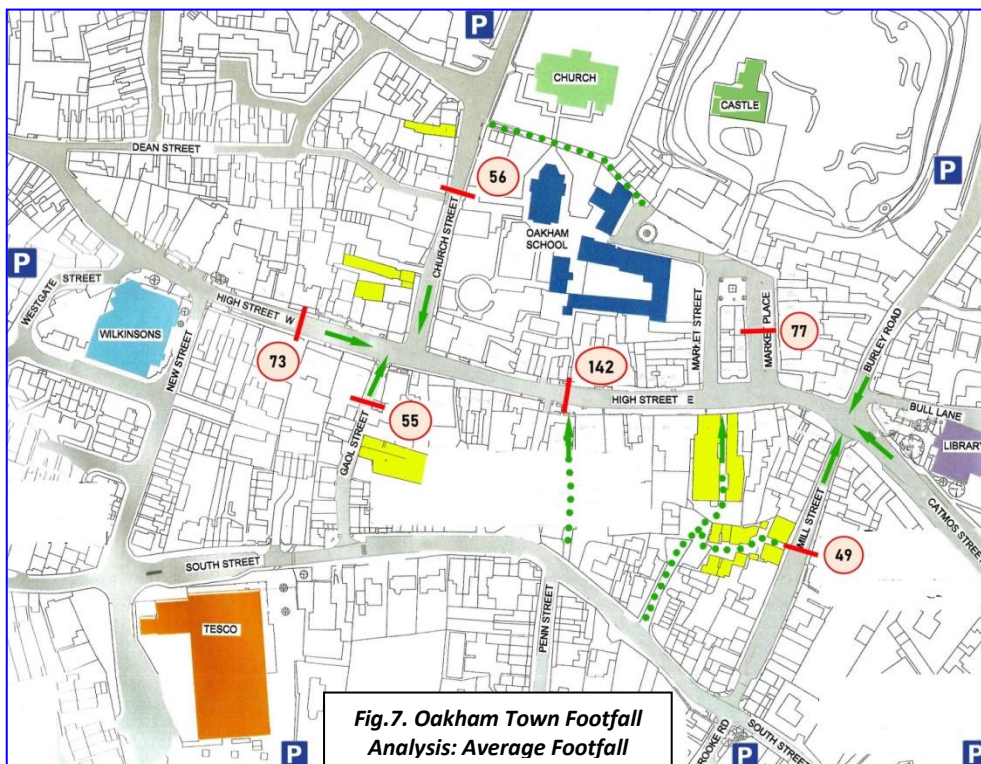


Fig.7. Oakham Town Footfall Analysis: Average Footfall

- Approximate location of footfall count
- Pedestrian passages to High Street & Market Place
- 49 Average footfall count over four days
- ➔ Pedestrian access along roads feeding to High St
- P Town centre car parks (approximate locations)
- Off-street shopping arcades and yards

Joy Clough, Oakham Residents Group
August 2018

KPI 9: Car Parking in Oakham 2018 – Oakham Residents' Group

1. Introduction

Oakham is the County Town of Rutland, and services a large rural area with some 52 villages. Public transport is not particularly good, either into the town from the villages and neighbouring towns, or around the town itself to bring residents in to the centre. Reliance on the car is therefore essential for many people. There is a very great perception amongst residents and businesses alike that the parking facilities in the town centre are inadequate.

Oakham needs to provide parking for those shoppers who require a short stay to run quick errands and parking for those who require a few hours in town. It also needs long-term parking for those who work in the town, including the large number of employees of the Rutland County Council whose offices are on the edge of the town centre. Also, the needs of town centre residents living in older properties without off-road parking must be factored in.

Oakham Residents Group survey results in the town indicate that a high proportion of Oakham and Barleythorpe residents visit the town once a week or more, and that although half of them walk into town, half come by car. Of the out-of-town visitors interviewed, 78% had come by car. As the town population grows and tourism increases, the demand for parking will grow, and if parking availability is inadequate for the demand then people will go elsewhere. The provision of adequate and convenient car parking facilities is therefore a key element of town centre vitality and economic success.

2. Survey Methodology

A parking survey was undertaken by members of the Oakham Residents Group. The aim was to collect data to produce a snapshot of the occupancy of all the town's parking across a week. Vacant parking spaces were counted at five regular intervals each day for a full seven days, but due to limitations in the volunteers' available time the seven days were not necessarily consecutive as they were collected over a two-week period. Several of the smaller streets with resident-only parking were measured just three times a day. With some 20 roads and seven car parks it was a big undertaking, and we are grateful to all the volunteers who helped. The full data which form the basis of this report are available.

3. Oakham Parking Review

The overall result of the collected parking data confirms the widely held local perception that there is inadequate provision in the town, as every car park registers 70% to 95% occupancy Monday to Saturday in the time slots of late morning, early afternoon and late afternoon (Fig. 1). On-street parking is even further stretched to capacity, with only four of the 30 Monday to Saturday time slots observed registering less than 70% occupancy, again rising to 95% occupancy at times (Fig. 2).

We are advised that the British Parking Association suggests that acceptable parking occupancy should be no more than 75% to 85%, and these benchmark lines have been added to each graph. During the period the car park data were collected the figures tell us that at peak times a minimum of 60 and a maximum of over 120 parking spaces would need to be found to bring occupancy down below these benchmarks. The average parking occupancy rates of 69% for small towns nationally on market days and 63% on non-market days are goals we can currently only dream of. There is no discernible difference in Oakham between occupancy on market and non-market days.

In real terms this means that visitors to Oakham at peak times could be searching for one of only 30 out of 608 available spaces across all seven car parks, with the possibility of not finding any space at all in their chosen car park, since the raw data in the sample weeks show four of the car parks have time slots with zero vacancies.

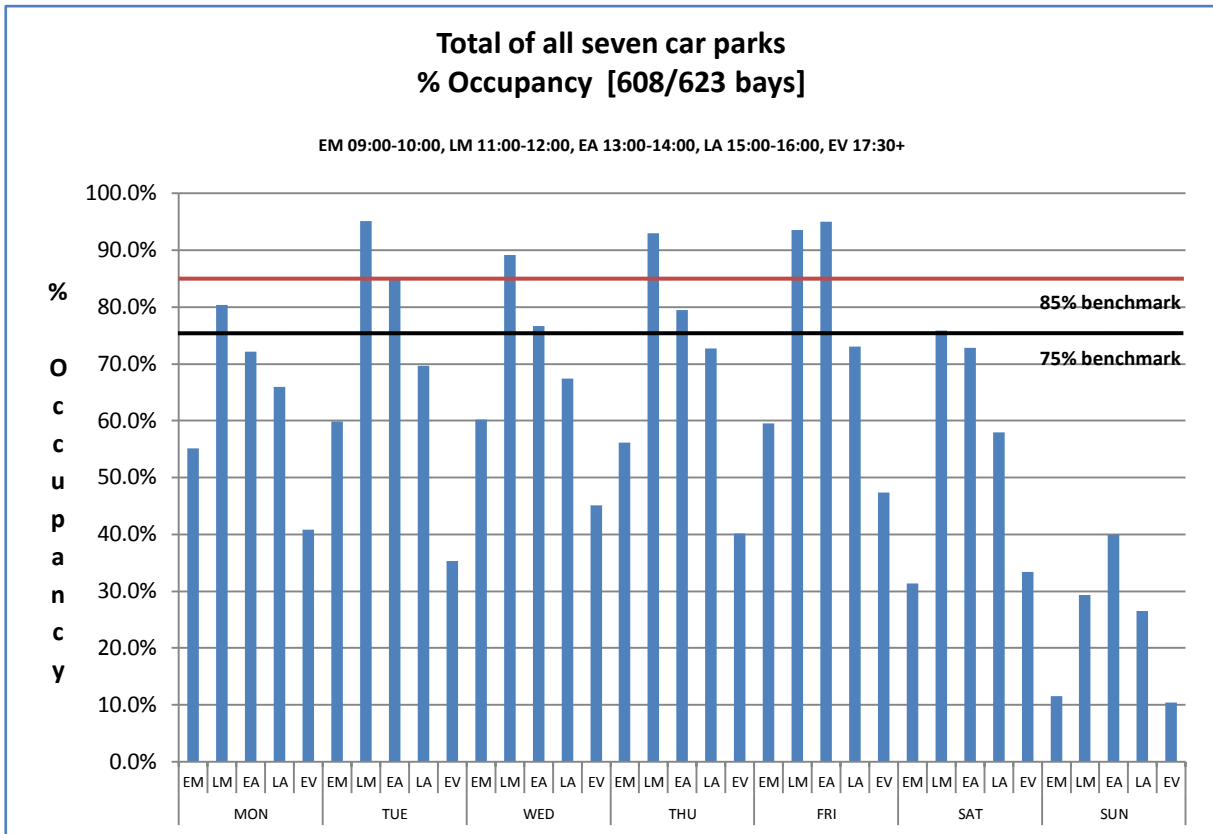


Fig. 1. Graph showing total percentage occupancy of all seven town car parks (608 bays + 15 museum & children's centre bays in South Street car park = 623 bays)

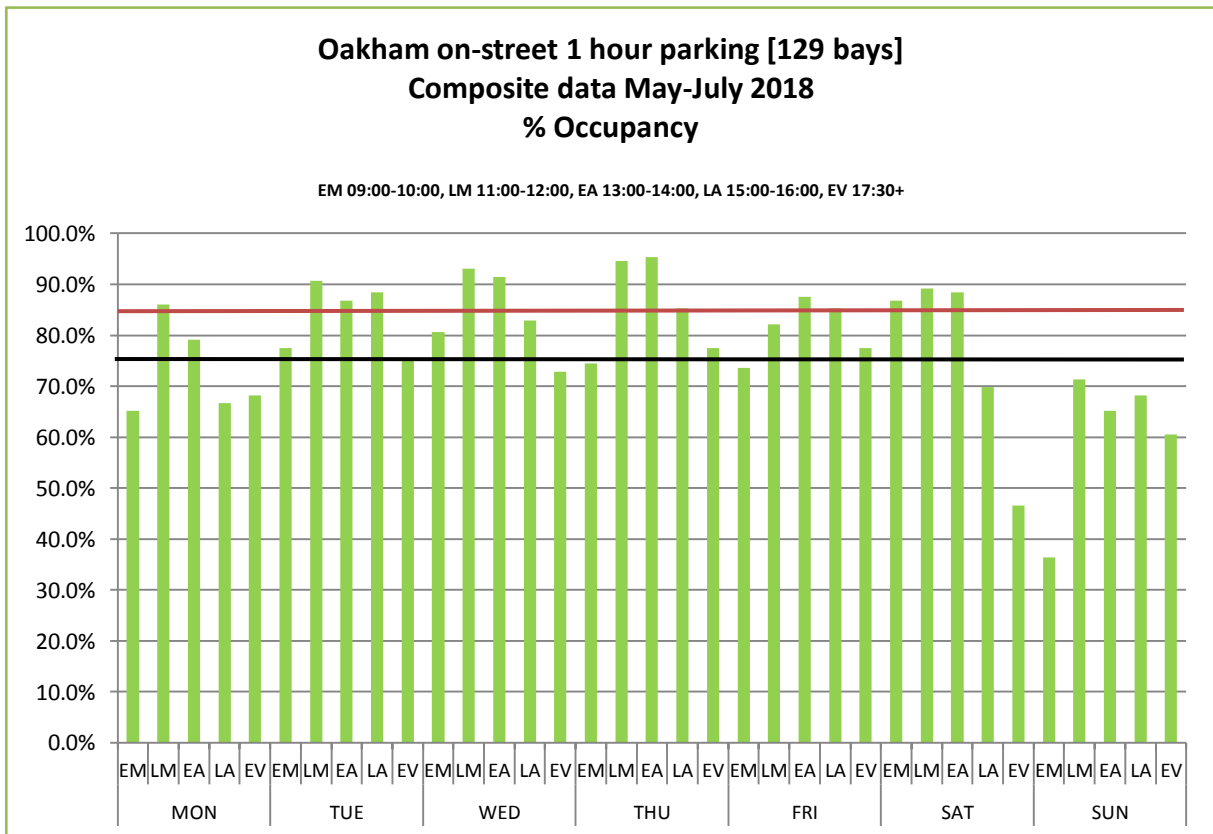


Fig. 2. Graph showing percentage occupancy of measured one-hour limited on-street parking bays

4. Parking Provision

Oakham has seven town centre car parks with a total of 703 spaces, including 31 blue badge spaces, and 14 parent and child spaces in Tesco car park

| Table 1 – Car parks in Oakham town centre | | | | |
|---|-------------------|------------|---|---|
| Brooke Road | 42 spaces | short stay | pay and display 80p per hr up to 4 hours | |
| Church Street | 75 spaces | short stay | pay and display 80p per hr up to 4 hours | Incl 3 blue badge spaces |
| Tesco | 216 spaces | short stay | 2hrs free maximum stay | Incl 14 mother and child and 11 blue badge spaces |
| Burley Road | 104 spaces | long stay | pay and display 80p per hr | Incl 4 blue badge spaces |
| Westgate | 74 spaces | long stay | pay and display 80p per hr | Incl 5 blue badge spaces |
| South Street | 70 spaces | long stay | pay and display 80p per hr | Filled to near capacity Mon-Fri , thought to include many RCC employees. Incl 2 blue badge, 5 museum and 10 children’s centre spaces |
| Catmose (RCC Offices) | 77 spaces | long stay | pay and display 80p per hr 2hrs free parking Saturday | Filled to capacity Mon-Fri with RCC employees Incl 6 blue badge spaces |
| Catmose (RCC Offices) overflow car park | 45 spaces | long stay | pay and display 80p per hr | Filled to capacity Mon-Fri with RCC employees |
| Total | 703 spaces | | | |

There are also 241 free on-street parking spaces available in Oakham. The spaces closest to the centre are limited to 1hr parking, but there are also both 2hr shared (public and residents) and unrestricted parking a very short walk out of the immediate centre. In addition there are also 148 dedicated residents’ parking spaces close to the centre, plus 11 on-street spaces in Long Row and 24 reserved spaces in an off-road car park for Barleythorpe Road residents, both beyond the level crossing.

| Table 2 – On-street parking in Oakham town centre | | |
|---|--------------------------|---|
| Unrestricted parking | 36 spaces | Station Road |
| 2 hour/residents shared parking 8am-6pm | 42 spaces | Station Road & Northgate |
| 1 hour limited parking 8am-6pm | 156 spaces | Distributed across the town |
| Blue Badge holders unrestricted | 5 spaces | Market Street & Church Street |
| Blue Badge holders 3hrs 8am-6pm | 2 spaces | Catmose Street (by Library) & Westgate |
| Total | 241 spaces | |
| Residents only parking 8am-8pm | 159 spaces (+ 42 shared) | 236 residents parking permits issued @ £40 pa |
| Residents private car park Barleythorpe Road | 24 spaces | Specific parking permits @ £200 per car pa |

5. The Car Parks

Catmose Car Park is primarily used Monday to Friday for Council employees with season tickets. Although the public or Council visitors may pay and park there after 10am occupancy including the overflow area is usually at or near maximum. This car park was therefore only counted at weekends, but despite its closeness to the town centre and the lure of two hours free parking on Saturdays, it was found to be very little used.

South Street Car Park across the road from Catmose is also used by council employees and town traders. It is filled to 90-100% occupancy from before 9am till 5pm (earlier on Friday afternoons) (Fig. 3). It also has five spaces reserved for visitors to Rutland County Museum and ten for the Catmose Street Visions children’s centre, but only during their respective operating hours, and two blue badge spaces.

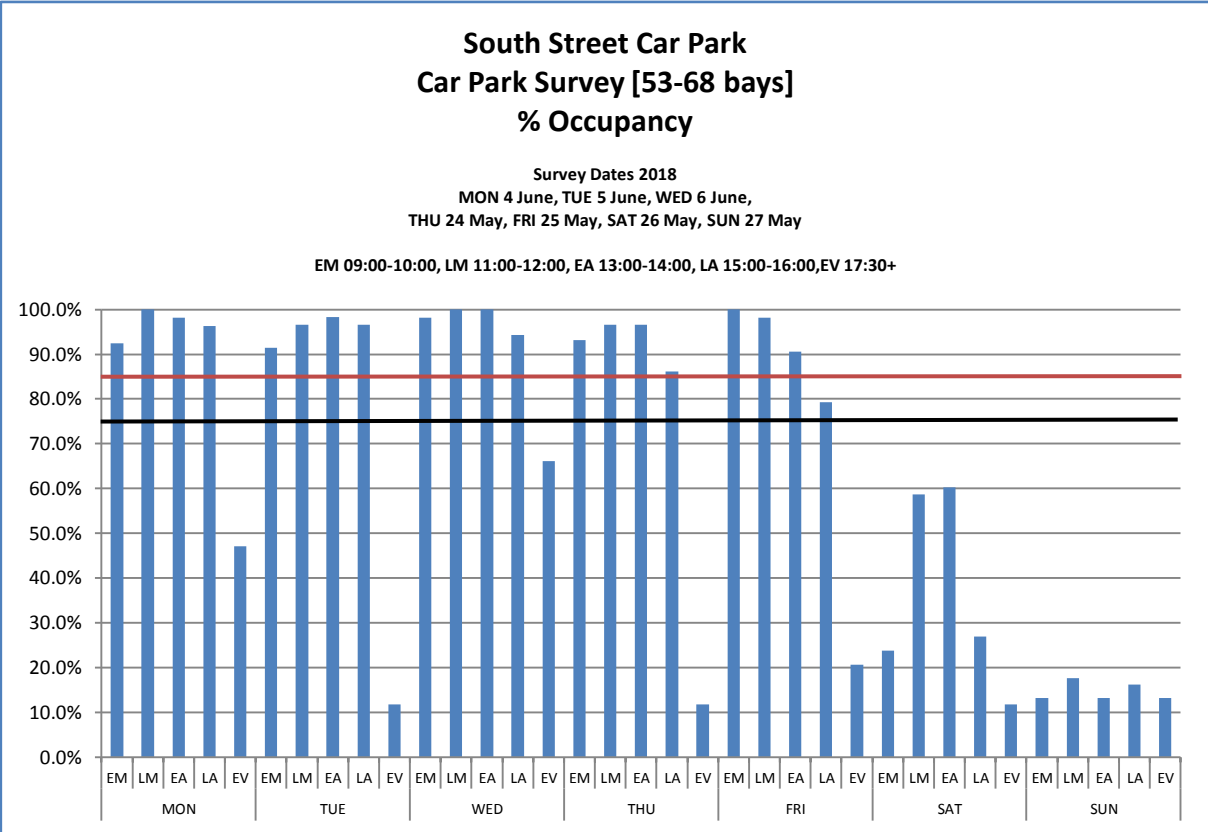


Fig. 3. Graph showing South Street car park occupancy (53 bays + 15 museum & children’s centre = 68 bays)

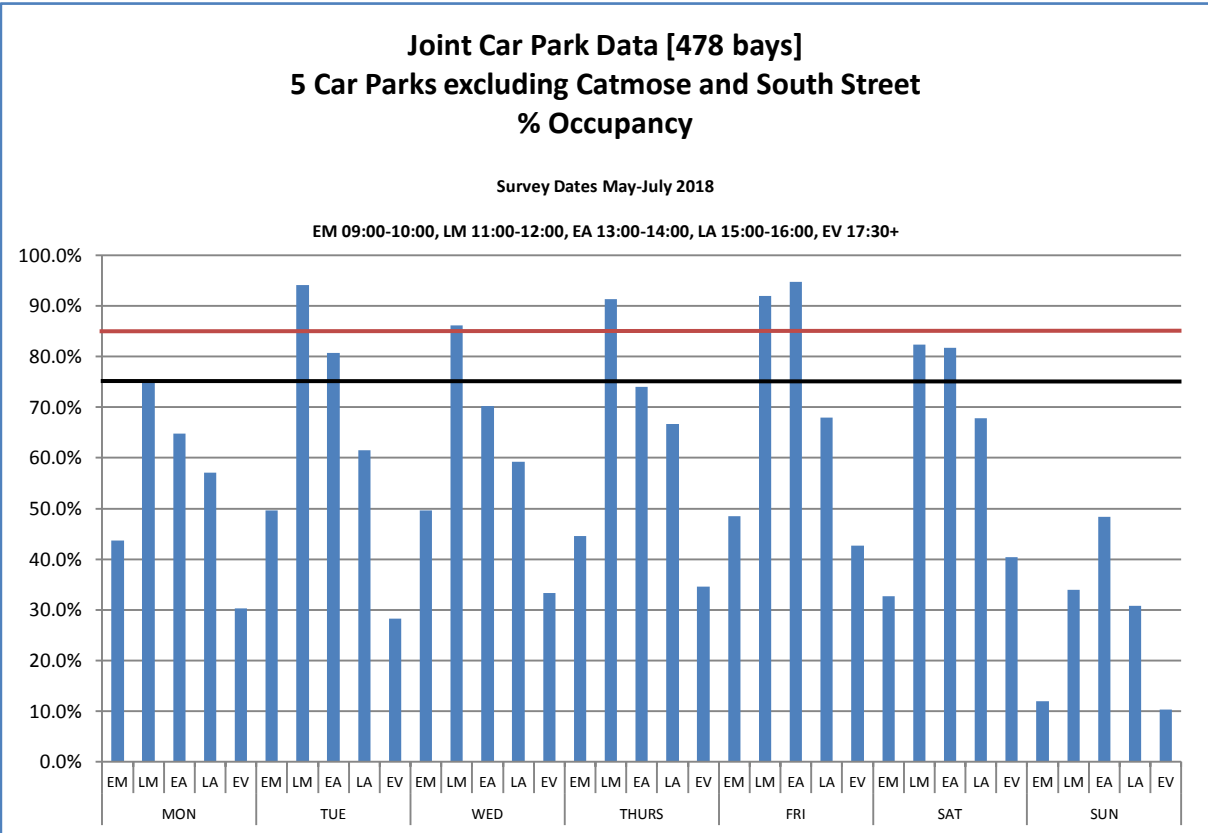


Fig. 4. Composite graph showing occupancy of all car parks apart from South Street and Catmose.

The remaining town car parks have a slightly different occupancy pattern in that the early morning slot averages at about 60%, only rising to unacceptably high levels late morning and early afternoon, before dropping down over the late afternoon (Fig. 4). This would suggest that these other car parks are more used by visitors and shoppers than workers in Oakham.

6. Public On-Street Parking

The national average for on-street parking occupancy in benchmarked small towns is 80%. Oakham’s on-street parking is more consistently used than that of the car parks and the composite graph of all the one-hour parking in the town shows occupancy at all times (excepting the last reading on Saturday evening and the first on Sunday morning) to be at over 60% rising to 95%. In fact Melton Road has 50% of its readings showing a full 100% occupancy (Fig. 5). To attain that 80% benchmark at peak times would require a further 20 on-street parking spaces.

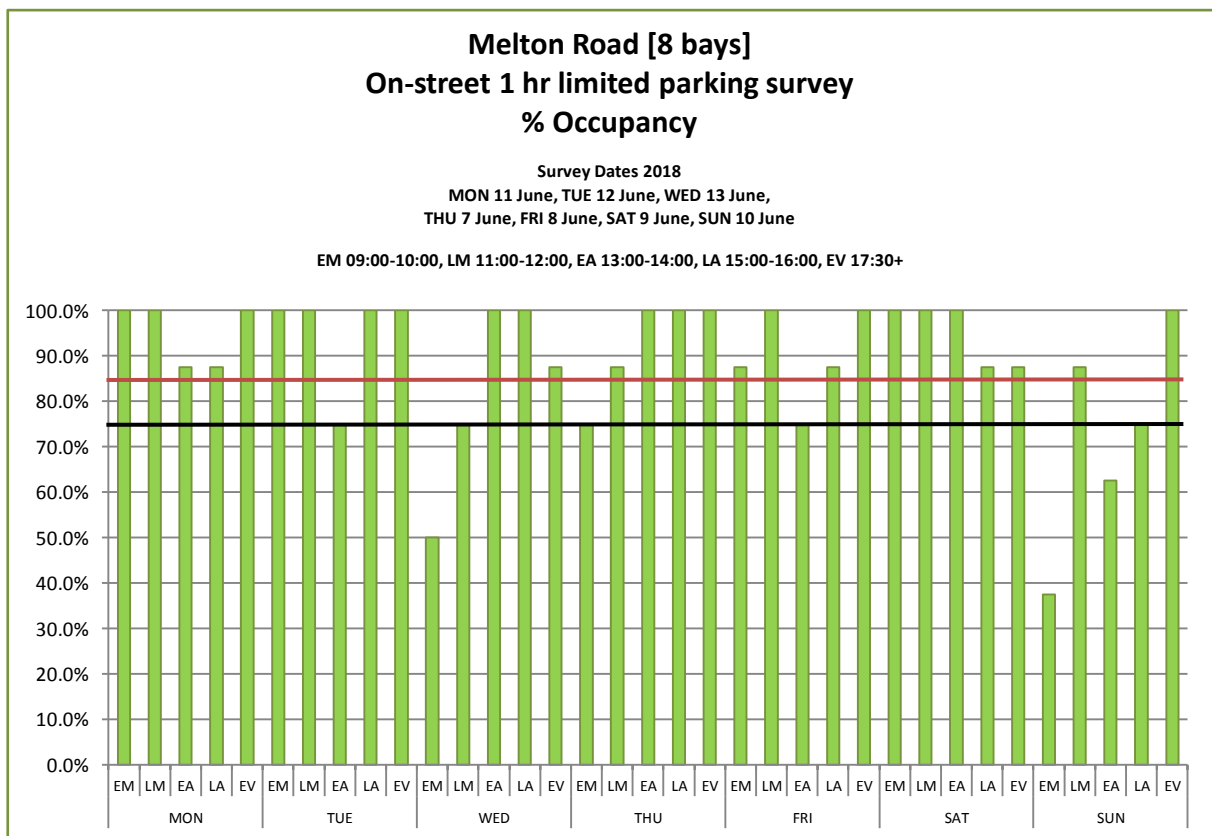
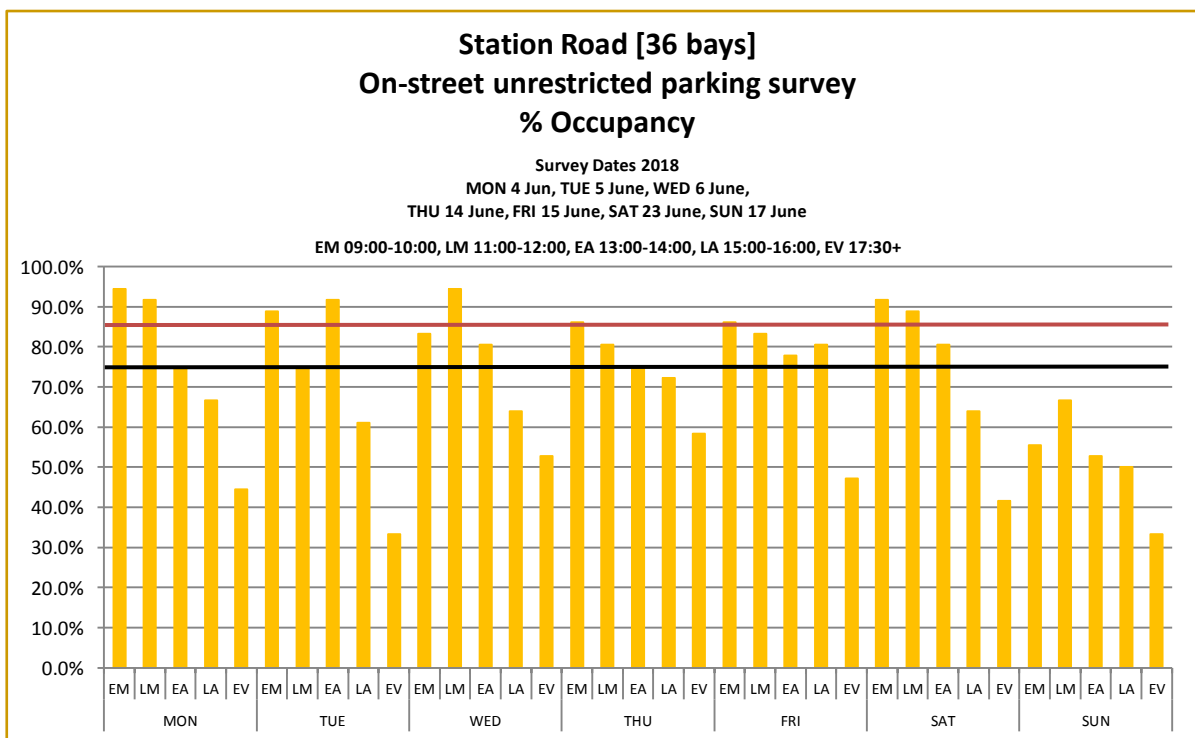
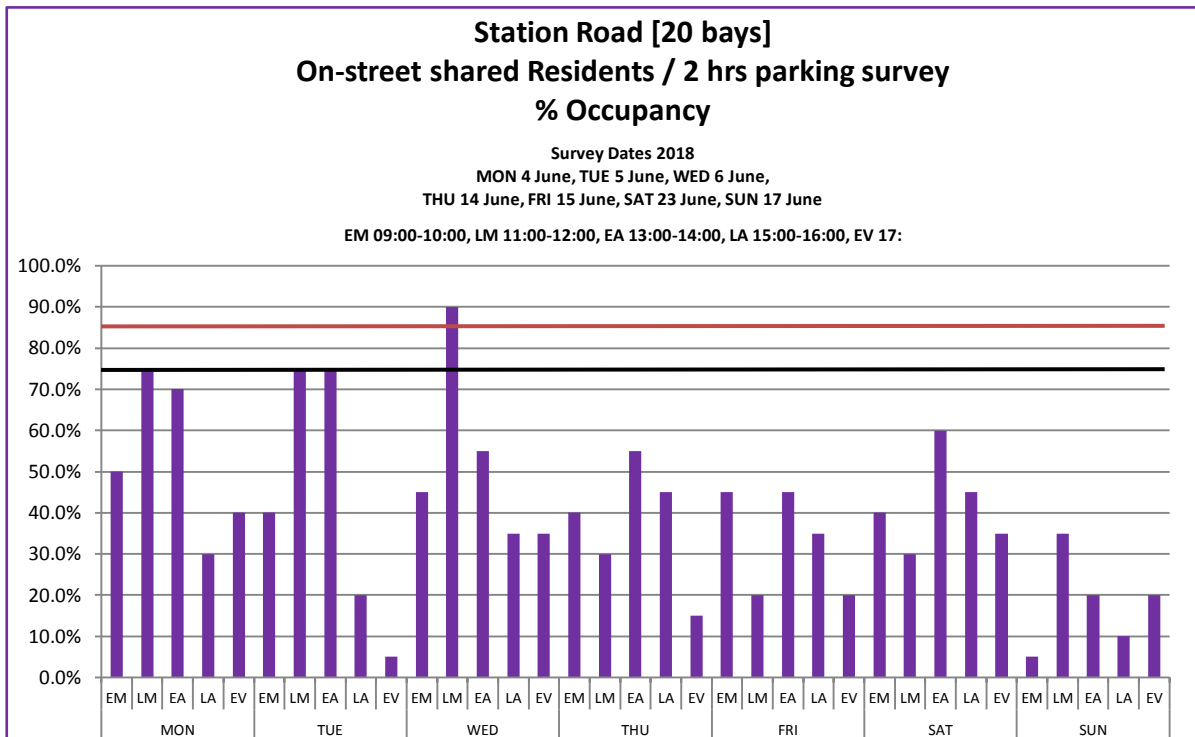


Fig. 5. Graph showing occupancy of Melton Road on-street parking bays

The unrestricted parking in Station Road is the furthest available on-street parking within easy walking distance of the town centre, and is used to acceptable capacity Monday–Saturday. However, the shared residents / 2hr spaces there are considerably under-used (figs. 6 & 7).

The only public on-street parking unmeasured for this study and excluded from the calculations was the Market Place. There are 18 parking spaces in the centre of the square. Two days of observation found that the centre was a merry-go-round of cars circling the centre through most of the day, re-filling empty parking spaces as soon as they appeared, and so it can be considered to be at 100% occupancy during the daytime on non-market days.



Figs. 6 (above) & 7 (below). Graphs showing occupancy of unrestricted and shared parking spaces on Station Road.

7. Long Stay/Short Stay Allocation

Oakham’s on-street parking is mostly 1 hour (65%) and of the rest 17% is 2 hours, 15% unrestricted and 3% blue badge. Overall the car parks have only a small percentage (4%) more long stay than short stay. Across the town there are only 34 more long stay car park spaces than short stay. This means that overall Oakham has 128 (14%) fewer long stay spaces than short, which is a reversal of the average figures for small towns nationally which are recorded as having 15% fewer short stay than long stay spaces. This seems to indicate that there may be a shortage of long stay parking in Oakham, but it is unclear what benefits, if any, would be gained by converting any of the short stay provision to long stay.

| Table 3 – Breakdown of town centre parking by location and type | Oakham | | National Benchmark for Small Towns: % of total parking |
|---|------------------|--------------|--|
| | Available spaces | % of parking | |
| Car Park spaces | | | |
| Short stay spaces (4 hours and under) | 319 | 46% | 29% |
| Long stay spaces (over 4 hours) | 353 | 50% | 61% |
| Blue Badge spaces | 31 | 4% | 7% |
| Total Car Park spaces | 703 | | |
| On-street spaces | | | |
| Short stay spaces (1hr and 2hr) | 198 | 82% | 82% |
| Long stay spaces (unrestricted) | 36 | 15% | 12% |
| Blue Badge spaces | 7 | 3% | 6% |
| Total on-street spaces | 241 | | |
| Overall available spaces | | | |
| Short stay spaces (4 hours and under) | 517 | 55% | 38% |
| Long stay spaces (over 4 hours) | 389 | 41% | 53% |
| Blue Badge spaces | 38 | 4% | 7% |
| Total of all available spaces | 944 | | |

8. Blue Badge Parking

Another area where Oakham differs markedly from the national benchmarked average is in the provision of blue badge parking. Across the town there are 38 such spaces, which is 4% of total parking availability, as compared to 7% nationally, which for Oakham would be 65 spaces.

Oakham has 31 blue badge spaces allocated across six car parks, but only seven on-street designated spaces. This is half the national average. These are spaced out across the centre with most sited in Market Street. A comment received from the volunteer who counted the occupancy rates in Westgate was: *'There are a number of people who abandon their cars across the gateways of the three houses there. Often these are blue badge holders'*. Also, in Market Street it was reported that there could be twice as many blue badge cars as spaces, the rest being parked on the double yellow lines – as indeed they are often seen to be in other parts of the town (as may be their right). It is unclear if this indicates inadequate provision, or that on-street spaces are not located in the most appropriate places. That said, overall occupancy never rose above 70% (Fig. 8).

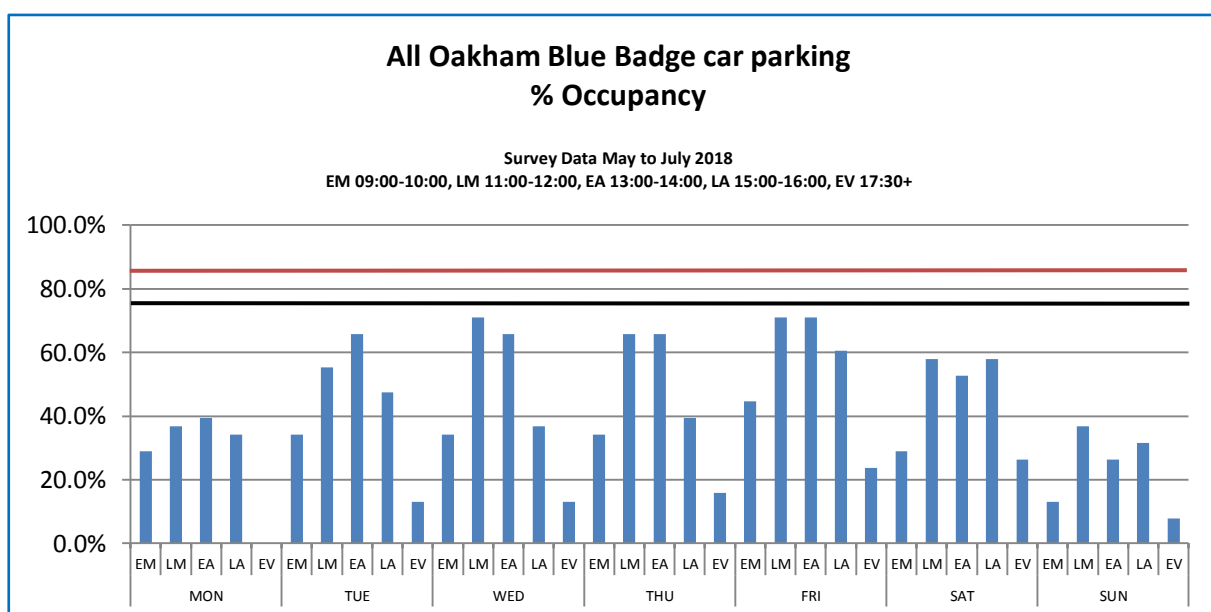
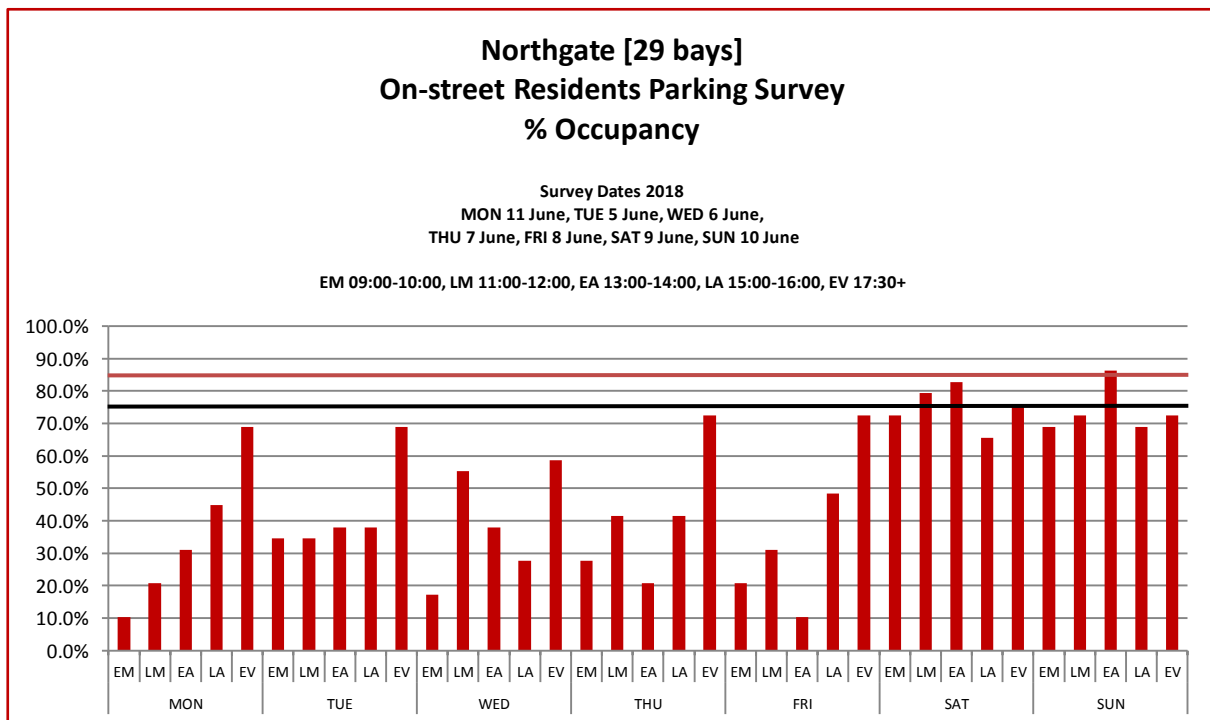
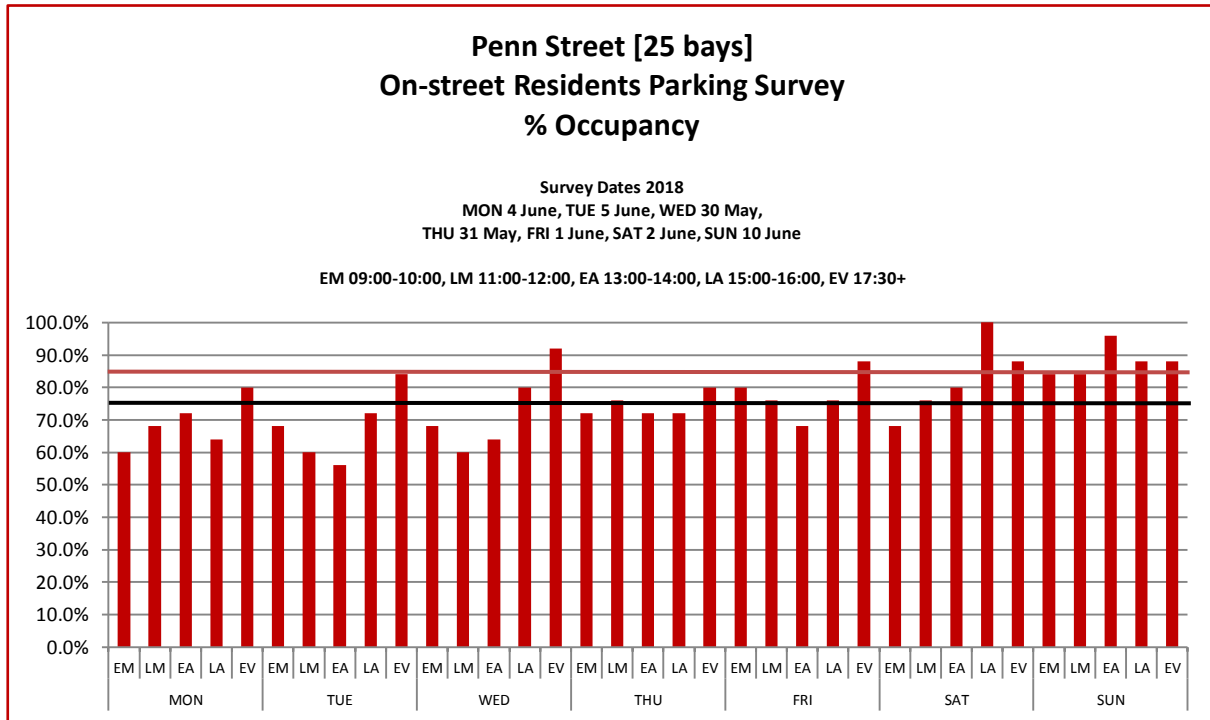


Fig. 8. Graph showing occupancy of all Blue Badge parking spaces in the town

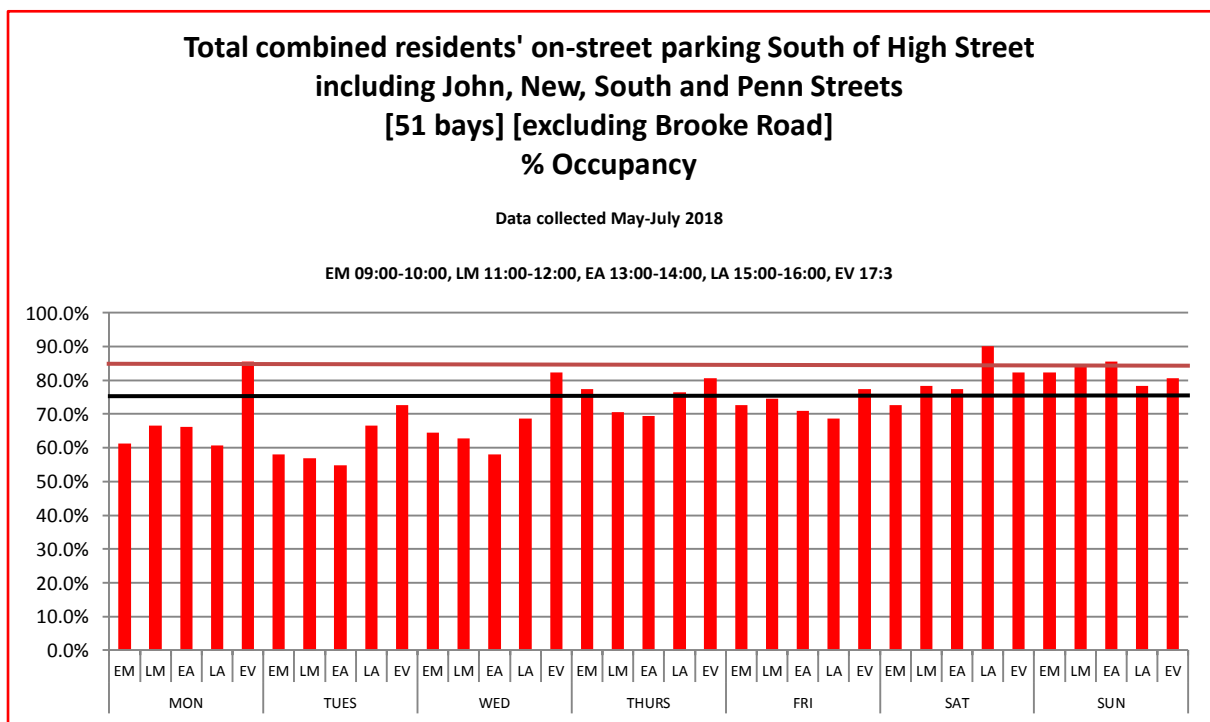
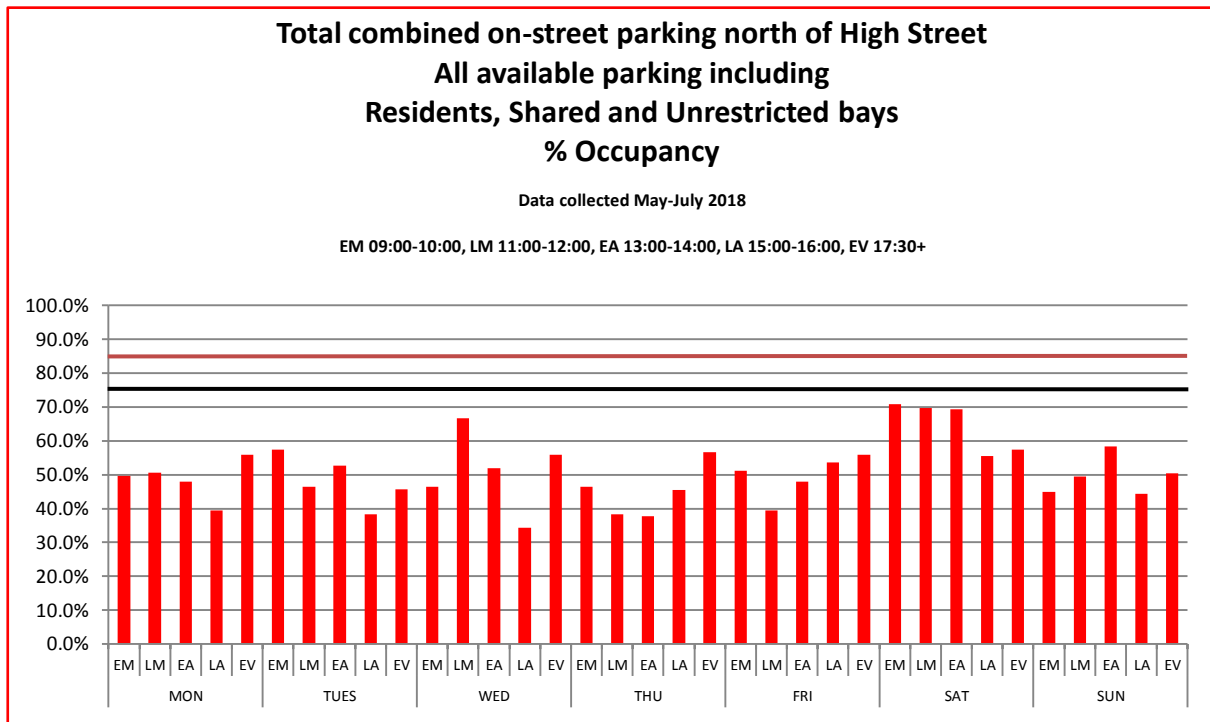
9. Residents' Parking

Oakham has many predominantly residential streets within the town centre. Very many of the houses in these streets, as well as a number of flats above retail and business premises, do not have off-road parking. The general pattern of residential parking is that where there is a spread of age groups, and people going off to work in their cars, there tends to be higher occupancy at weekends and evenings. In areas of predominantly older people there appears to be less variation in the occupancy level through the day. This may perhaps account for the contrast in occupancy between Northgate and Penn Street (figs. 9 & 10).



Figs. 9 (above) and 10 (below). Graphs showing the percentage occupancy of Penn Street and Northgate residents' on-street parking spaces

Rutland County Council has issued 236 residents' permits at a cost of £40 pa, including 31 permits for streets with no designated residents' spaces. There are currently 159 resident-only parking spaces in the town centre. There are 94 permits for 71 spaces in the parking zone north of the High Street. However, in this zone Northgate and Station Road also have 42 shared parking spaces (residents or 2hr public parking). In addition Station Road has 36 unrestricted parking bays. This northern zone was never observed to rise above 70% occupancy (Fig. 11). This means that the needs of daytime visitors and residents mesh reasonably well, and there is adequate parking which could also accommodate permit holders from the High Street and Melton Road.



Figs. 11 (above) & 12 (below). Graphs comparing percentage occupancy of all residents' on-street parking spaces in the northern and southern parts of the town

The situation is rather different to the south of the High Street where 99 permit holders share 73 parking bays. Here the parking bays are in substantial use, averaging 70% occupancy through the day and rising to 90% (Fig. 12). Further, with no other on-street parking available, in the evening it is quite common to see vehicles parked half on the pavement on the single yellow lines in Penn Street. With the number of mobility scooters in this area, likely to increase on completion of a large retirement home there, this is less than desirable.

The occupancy of the 11 spaces on Brooke Road for which 16 permits have been issued was not counted. The problems of Brooke Road relate more seriously to traffic flow and safety, which is a different issue.

Ten residents' permits have also been issued for Long Row and two for Burley Road. Since observation shows that there are enough residents' bays in each location, these two roads have not been factored into the calculations.

There is no provision in Oakham for residents to buy temporary visitors' permits, unlike certain other towns. North of the High Street there would be little difficulty accommodating a few such extra cars, but south of the High Street this could be more problematic. It would depend on the level of demand.

10. Coaches and Camper Vans

It is possible for coach drivers to set down and pick up their passengers at the bus stops on the High Street outside or opposite Crown Walk, and then to take their coaches to a designated but remote parking area on Kilburn Road. However there is currently no provision for camper vans, the marked spaces in the car parks being too small for them or indeed for minibuses. Several respondents of the Rutland Visitors Survey were camping just a few miles from Oakham but had not visited Oakham and were not intending to as they had found nowhere to park. There is an opportunity now to consider how this might be rectified.

11. Cost of Parking

For people who work in the town and need regular parking there are several available options.

| | | |
|------------------------|---------------------------|-----------------------------|
| Weekly parking permits | £15 for Monday to Friday | £18 for Monday to Saturday |
| Season tickets | £437 for Monday to Friday | £520 for Monday to Saturday |

All of these weekly or season tickets represent discounted prices and are valid in the long stay car parks and for up to four hours in the short stay car parks. Currently there are 53 Monday–Friday and 30 Monday–Saturday season ticket holders, and 119 further season tickets are held by RCC employees. The total of 202 season tickets represents 41% of short stay and long stay car park spaces combined (excluding Tesco where they are not valid), or 57% of the long stay spaces. The incidence of season ticket use in the various car parks was not examined but clearly their regular use limits the number of spaces available for other car park users

Pay and Display parking in Oakham is charged at 80p per hour. For both long stay and short stay car parks this is 40p for half an hour, 80p for each of the first 3 hours and £4 for over 3 hours. In short stay car parks the maximum time allowed is 4 hours. The exception is the Tesco car park where, by agreement, there is 2 hours free parking regardless of whether people shop in the store. This car park is by far the largest of the car parks, with 216 spaces, and is about the same distance from the town centre as the Church Street, Brooke Road and Burley Road car parks. The penalty for overstaying the 2 hours is, however, a £70 fine, and there is an ANPR system in place to enforce this. The overstay penalty in the Council's car parks is £50 and other penalties can also be applied, such as for over-sized or wrongly parked vehicles.

In the Council Car parks, payment at the machines is by coin at the machine or by card using RingGo, for which there is an additional charge of 20p. There have been a number of issues with parking machines not working properly. At the time of the parking survey the machine in Westgate was out of order. We include

below the full report from the survey volunteer, who was visiting this car park five times a day for 2½ weeks. These comments would probably be applicable to any car park with a faulty machine.

12. Westgate Car Park

During the survey there was an issue with the ticket machine. It was out of order for at least two weeks and the sign advised people to pay on RingGo or use coins only. However the machine rejected any attempt to put coins in thus leaving only the RingGo option. There was another phone number listed with the option to use a debit or credit card which would incur 'a small [unspecified] convenience charge'.

On umpteen occasions when doing the survey I found puzzled people trying to sort this out. Some of the difficulties were:-

- *No mobile phone*
- *No access to internet on phone to download RingGo app*
- *Mobile phone but no credit card with them*

A lot of people I spoke to said they would

- *Go and find a car park space somewhere else*
- *Go and park in Tesco*
- *Give up – they had come to Westgate car park because 'all the others were full'*

Nowadays the Pay and Display method of payment in many places is being replaced by more 'intelligent' systems. The disadvantage of the former method is that visitors must decide 'up front' how much time they wish to spend and when that time is running low must return to their cars.

A system of taking a ticket and paying pro rata on return for the exact amount of time taken can be more conducive to people relaxing and taking their time in town. During days on which volunteers were interviewing locals and visitors in the town centre, all reported that quite a number of people could not stop to give their views as they were in danger of over-running their parking tickets. Someone who has no time to stop and chat has no time to pop into another shop, or stop for coffee or refreshment. With the current limited availability of parking, a quicker turn-over of spaces may be desirable, but visitors spending longer in town might bring additional economic benefit. If increasing the footfall and hence trade in Oakham is our aim then our parking payment system would seem to be actively obstructing this.

*Joy Clough
Oakham Residents Group
August 2018*

KPI 10: Oakham Business Confidence Survey

A questionnaire was produced and hand-delivered to some 240 businesses in Oakham. The 108 responses, collected in person, represent a 45% return rate which when compared to the national average of 25% shows a keen interest in the economic future of the town on the part of the business community.

There was a high percentage of response from the retail sector (A1 and SG), a slightly lower percentage response from café-restaurants and bars, and only a 50% response from financial and commercial services. Two-thirds of the independent shops replied as opposed to only half of any regional chains and multiple traders. This is perhaps a reflection of the number of owner-manager businesses in the retail sector. The following analysis is based on the full sample of 108 returns as shown in Table 1, unless otherwise stated.

| Table 1 – Oakham businesses classified by the Town & Country Planning (Use Classes) Order 1987 | | Number of responses 2018 | % of responses 2018 | All Oakham Businesses 2018 % |
|---|---|---------------------------------|----------------------------|-------------------------------------|
| A1 | Shops | 63 | 58% | 43% |
| A2 | Financial and Professional Services including banks, estate agents, betting offices | 8 | 8% | 16% |
| A3 | Restaurants and Cafés | 7 | 6% | 9% |
| A4 | Drinking Establishments | 1 | 1% | 3% |
| A5 | Hot Food Takeaways | 4 | 4% | 3% |
| B1 | Businesses | 7 | 6% | 5% |
| C1 | Hotels | 1 | 1% | 1% |
| D1 | Non Residential Institutions, e.g. halls, museums, libraries, places of worship | 6 | 6% | 10% |
| SG | Sui Generis ("unique" establishments) e.g. beauty salons, dog parlours, veterinary clinics, petrol stations, nightclubs, launderettes | 11 | 10% | 4% |
| – | Vacant premises | – | – | 4% |
| RS | Residential | – | – | 2% |
| Total Premises | | 108 | 100% | 100% |

As shown in Fig. 1 below, of the businesses that responded, the highest proportion, 48 (44%), have been established for more than ten years, which is below the national average of 58%. Only 10% have been in Oakham for 6-10 years, a little higher than the national average, but the 38% established for between 1 to 5 years is well above the 22% average. Just 6% are in their first year in the town, also a little higher than the national average. This suggests a relatively high turnover of businesses in Oakham.

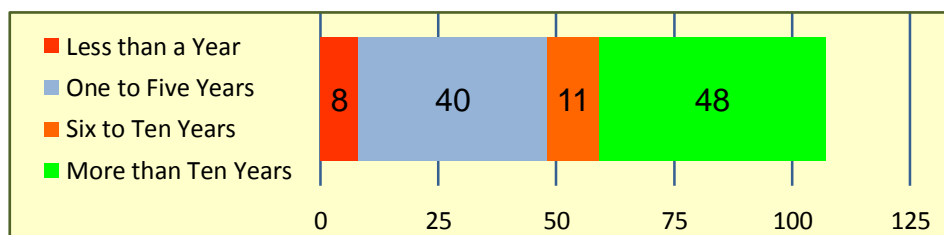


Fig. 1. How long has your business been in Oakham?

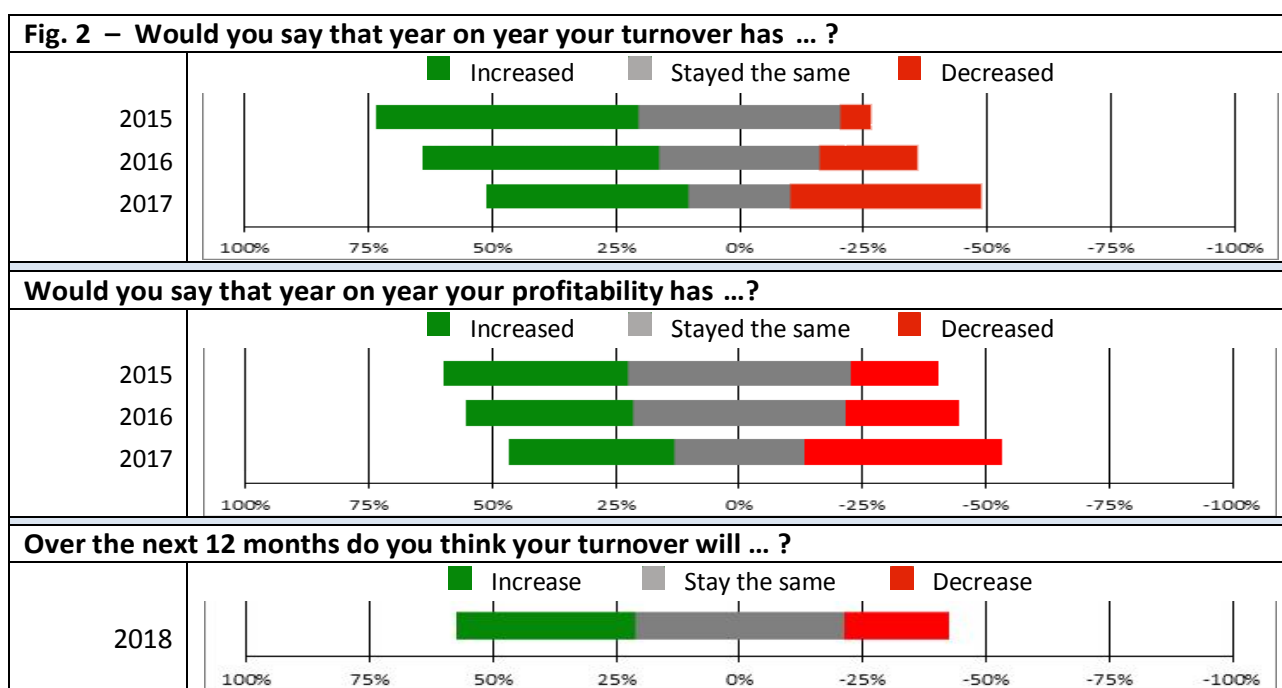
The businesses that responded employ 314 full-time and 237 part-time people in Oakham. Their responses also show that 80% of the businesses employ between 1 and 4 employees, a total of nearly 50% of the full-time work force. A further 14% of businesses employ between 5 and 8 staff which adds another quarter, and the final quarter of full-time workers are employed by just 6% of businesses. Of these 108 businesses, 35 have only one full-time employee, a third of them without part-time help. The largest employer in the town who responded to the survey employs 20 full-time and 35 part-time staff. The pattern is similar with part-time employees in that half of them work in 82% of the businesses, who each employ between 1 and 3 part-time staff.

Although staff numbers were not quantified by mode of transport for each business, of the 551 employees in Oakham, it would appear that the majority of them come to work by car, parking in car-parks, in private parking or on-street. However many do walk into town, a minimum of 14 cycle to work, 14 come by bus, 7 by train, and 2 by motorbike. One person was recorded as coming to work by taxi.

1. Business performance assessment

In 2017 for most of the year the town was significantly affected by roadworks and diversions. The High Street through the centre of the Oakham was repeatedly closed to traffic, alternately in one direction and then the other, for major underground service replacement works. This made for difficulties and confusion for local people and had a marked effect on the town, with a noticeable drop in footfall and trade.

The business survey had optional confidential questions about business performance in turnover and profitability over the last three years. This was designed to give a representative picture, and to show the effects of the disturbance to the town in 2017. These questions were partially or fully completed by variously 60%–75% of respondents. The results are shown in Fig. 2 and Table 2.



Approximately half the businesses indicated that over the last three years their turnover had increased, but only a third stated that profitability had similarly increased. Over the same period, there was a steep decline in the number of businesses reporting that their turnover had stayed the same, compounded by a steeper rise in those who confirmed turnover had decreased, from 6% in 2015 to 20% in 2016 and 38% in 2017.

As to profitability, in 2015 and 2016 a higher percentage of businesses said that this had stayed the same, but this dropped sharply in 2017 with a corresponding rise in those who reported a decreasing turnover, from 18% in 2015 and 23% in 2016 to 40% in 2017. The steady slide over the three years from the positive to the negative side of the graph is clear. The effect of the roadworks on trading in the town, mentioned by 11% of respondents, might be a contributing factor. Those businesses less affected were perhaps those less impacted by the loss of footfall.

| | Oakham numbers | Oakham % | National benchmark % |
|---------------|----------------|-------------|----------------------|
| Increase | 27 | 36% | 44% |
| Stay the Same | 32 | 43% | 38% |
| Decrease | 16 | 21% | 19% |
| Total | 75 | 100% | 100% |

As noted in Table 2, in their prognosis for the current year 36% of businesses were expecting turnover to rise, a lower percentage than any over the previous three years, and 43% to stay much the same. However 21% were expecting turnover to continue to decrease. Compared to the national average, this is a lower expectation of growth in the current year. This should be qualified however in that the comparative national averages were taken in 2016 and the economic climate in view of Brexit is currently fluid.

2. Local pressures facing businesses which are out of their control (Fig. 3)

There were 110 comments in reply to this question. The main issues were parking (22% of comments), rates and rent costs (19%), low footfall (17%), business competition (16%), lack of support from authorities (11%), poor traffic management (11%), retail offer (3%), and finally one last comment about the lack of quality staff.

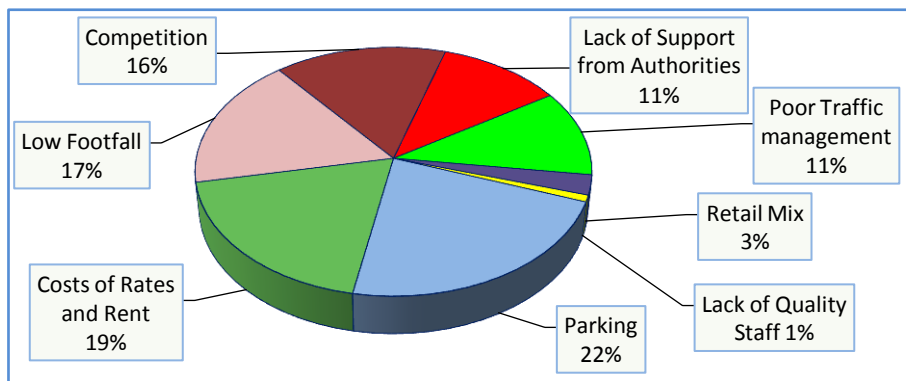


Fig. 3. What are the local pressures on your business which are out of your control?

Looking at these issues in detail, 75% of the comments on parking pressures related to availability, and only 25% to the cost. More comments were made about the high cost of rates than the cost of rents and the shortage of affordable premises. Several of the Footfall comments related to the disparities in footfall across the town, with 'off the High Street' areas suffering more than others, and the lack of bus services to help older clients access the town centre.

Of the 17 comments relating to competition, half concerned internet shopping, and the rest were about competition from superstores and the M&S shop on the bypass, with two comments on the emotive issue of competition from the many charity shops, some of which these days have a high proportion of new goods which they can sell at more competitive prices than independent shops as they have lower overhead costs.

There were nine comments which expressed quite strong views that the Councils were neglecting to support, if not actually working against the best interests of the retail sector. Out of the 11 comments about traffic management seven referred to the roadworks of 2017.

3. Positive and negative aspects of Oakham

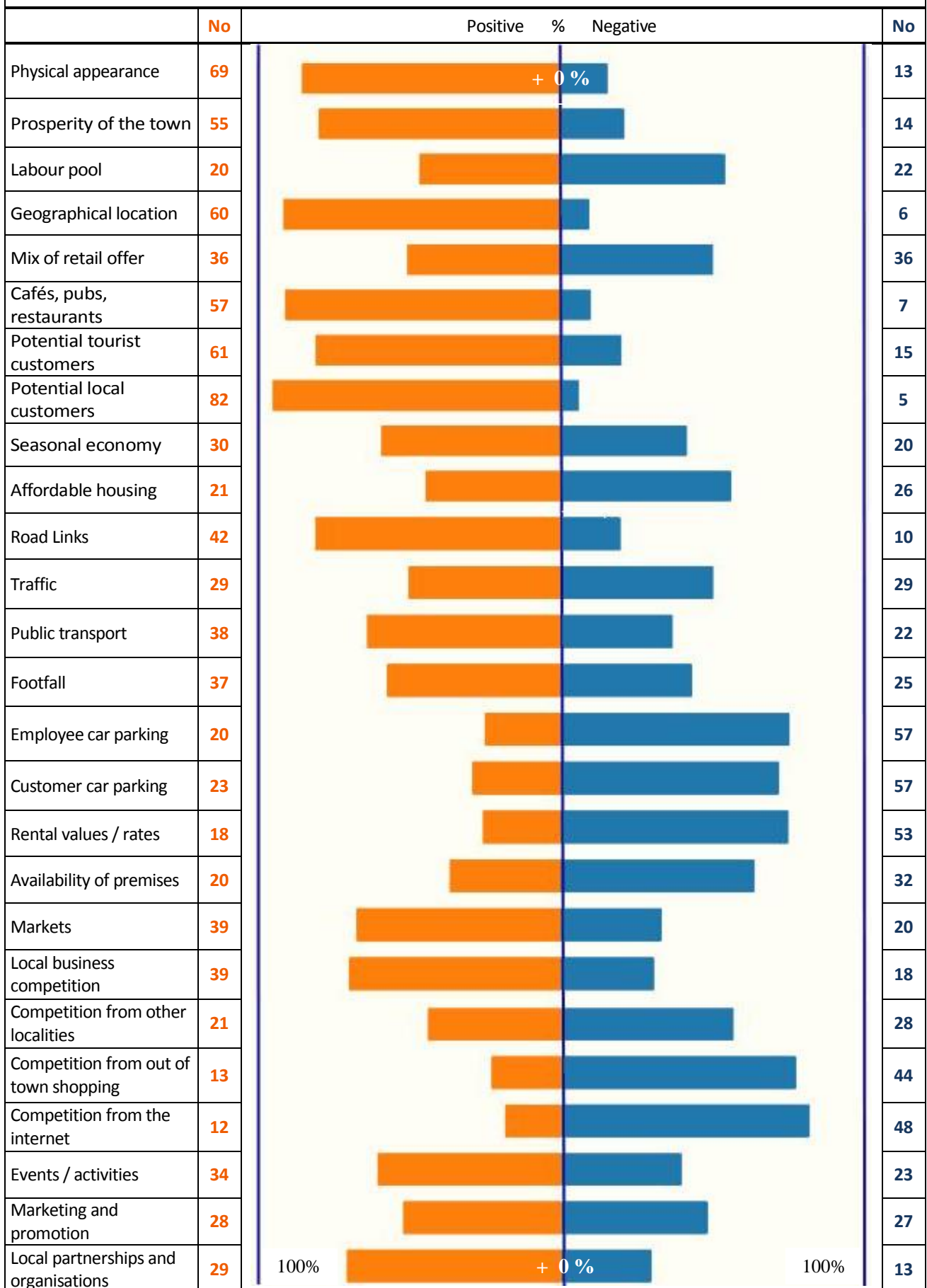
Positive and negative aspects of the town as assessed by businesses are set out in Fig. 4 below.

Looking at the list of positive advantages for businesses in Oakham, the potential value of local customers was rated most highly, at 83%, with physical appearance (70%), potential tourist customers (62%) and geographical location (61%) also near the top of the list. These levels of positive perception are all more than 20% higher than the benchmarked level for small towns nationally. Cafés, pubs and restaurants (58%), the prosperity of Oakham (55%), transport links (41%), markets (39%) and local business competition (39%) were also favourably rated by a third of respondents or more, again much higher than the national average.

On the negative side, top of the list came parking (58%) for both customers and employees. Following this came rental values/property costs (53%), competition from the internet (48%), competition from out of town (43%), and the mix of retail offer (35%). All of these reflect negative levels above the national average.

In fact levels of negative perception nearly across the board were higher than those recorded nationally, with the only exceptions being the physical appearance of Oakham and the prosperity of the town.

Fig. 4 – Positive and Negative Aspects of the Town Centre by number and percentage of respondents



4. Suggestions for improving the town's economic performance

As with other surveys undertaken for the Task & Finish Group, we asked the business community what two things they felt would improve the town's economic performance. This produced 157 comments which fall into seven categories (Fig. 5), the first of which, with over a third of total comments, was parking. Various comments about the retail mix were the second priority with close to a quarter of all comments. The other suggestions concerned help for the retail sector (13%), promotion of Oakham and events (10%), traffic management (8%), town improvements (6%), and finally public transport at 1%.

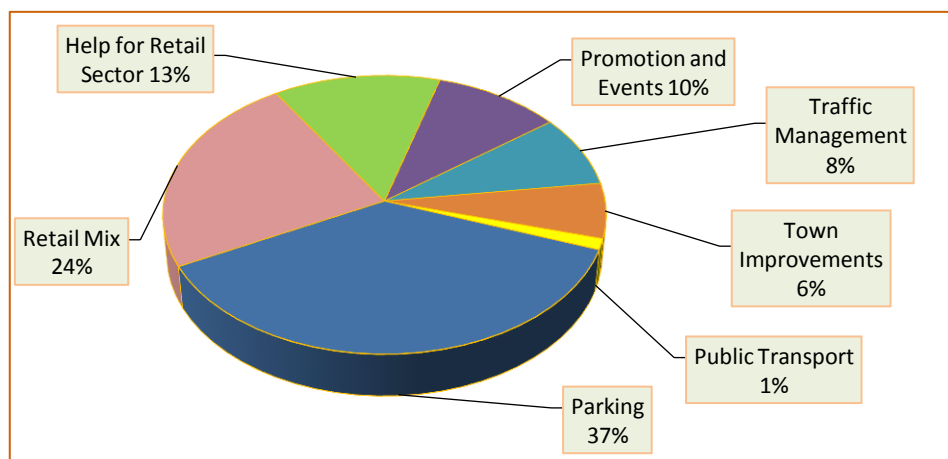


Fig. 5. What two suggestions would you make to improve Oakham's economic performance?

To understand the nature of these suggestions it is necessary to look at the data in more detail. On the question of parking 32 of the 58 comments were about reducing parking costs and about how this might be done in order to encourage shoppers, and 22 comments were simply suggesting that additional parking availability was needed. There were four suggestions that some provision should be made for more affordable parking for town centre workers.

On the question of the retail mix there were 21 suggestions that Oakham needs an increased mix of desirable shops, five of them specifically wanting to encourage more national chains, three wanting to encourage more street trading, and ten calls for reducing the number of charity shops. Allied to this were the 21 comments about financial support and incentives for businesses.

The 16 comments about promotion and the 10 for town improvements together were saying that Oakham should 'play to its strengths and its historic appearance', refurbish and improve the look of the town, improve signage, do more to promote tourism, open the museum and castle every day in summer and encourage more businesses to open on Sundays. There were several calls for more events and activities to bring in locals and tourists, and better promotion of upcoming events.

Traffic management and public transport accounted for the final 9% of comments. The three pro one-way comments were balanced by three calls to keep the traffic two-way. Strategic planning for roadworks, traffic flow and reducing HGVs through the town, plus a better bus services account for the final views.

These comments offer a clear picture of the wide range of measures that the business community would like to see implemented to improve the economic performance and viability of Oakham.

*Joy Clough (ORG) &
Nick Woodley
September 2018*

KPI 11 – A : Local Town Centre Users Survey – Oakham Residents Group

Three surveys were designed, produced and conducted as part of the Task & Finish process. The Local Town Centre Users and Oakham Town Visitors surveys were conducted over June and July 2018 in various locations across the town centre, and the Rutland County Visitors survey was carried out in the county outside Oakham, all by a small group of volunteers. The aim of the Local Town Centre Users survey, summarised in this section, was to establish how our town is seen by those local people who use it. Responses from Oakham Town Visitors and Rutland County Visitors are covered in report KPI 11 B.

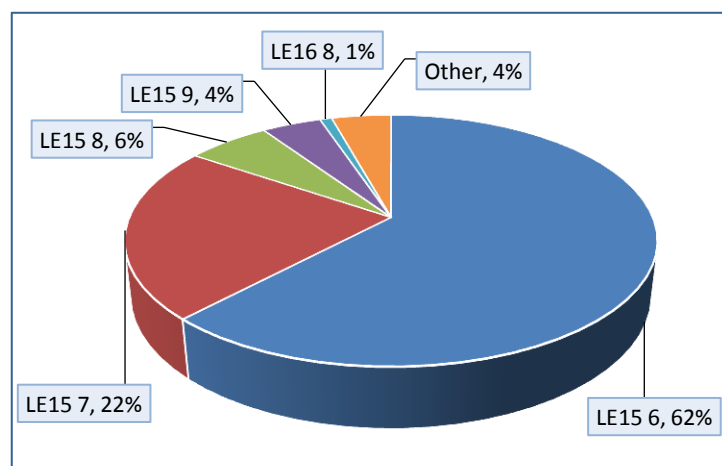
1. Survey sample

The number of interviews for each survey, a minimum of 100, was to ensure a reasonable sample and does not reflect the ratio of visitors to local users in Oakham at any one time.

Altogether 329 interviews were completed and, although a quota for age groups was not set, the balance on the whole is reasonable, the under-25s and over-70s being the least well represented (Table 1).

| Respondents' age groups | | | | | | | | | |
|-------------------------------|-----------|------------|------------|------------|------------|------------|-----------|-----------|-------------|
| Respondents' Age | 16–25 | 26–35 | 36–45 | 46–55 | 56–65 | 66–75 | Over 75 | blank | Total |
| Town Centre User | 13 | 19 | 18 | 11 | 18 | 25 | 12 | – | 116 |
| Oakham Town Visitor | 10 | 10 | 17 | 16 | 18 | 25 | 3 | 1 | 100 |
| Rutland County Visitor | 5 | 16 | 22 | 19 | 27 | 19 | 5 | – | 113 |
| Total | 28 | 45 | 57 | 46 | 63 | 69 | 20 | 1 | 329 |
| Total (% whole sample) | 9% | 14% | 17% | 14% | 19% | 21% | 6% | 0% | 100% |

Table 1. Respondents' ages by user type



Town Centre Users, as shown by their postcodes (Fig. 1), are very local. 62% come from LE15 6 (Oakham), 22% from LE15 7 (Barleythorpe and villages to the north), 10% from LE15 8 and LE15 9 (villages to the east, south and west of Oakham), and 5% from a little further afield, and perhaps working regularly in Oakham.

Fig. 1. Town Centre Users by postcode

2. Visiting the Town Centre

| How often do you visit the town centre? | | | | | | | | | |
|---|-------|-----------------------|--------|-------------|------------------------|----------------------|------------|---------|-------|
| Respondent Status | Daily | More than once a week | Weekly | Fortnightly | More than once a month | Once a month or less | Infrequent | (blank) | Total |
| Town Centre User | 35 | 48 | 15 | 10 | 5 | 1 | 1 | 1 | 116 |
| Town Centre User % | 30% | 41% | 13% | 9% | 4% | 1% | 1% | 1% | 100% |
| National Benchmark for small towns % | 20% | 38% | 21% | 7% | 4% | 10% | – | – | 100% |

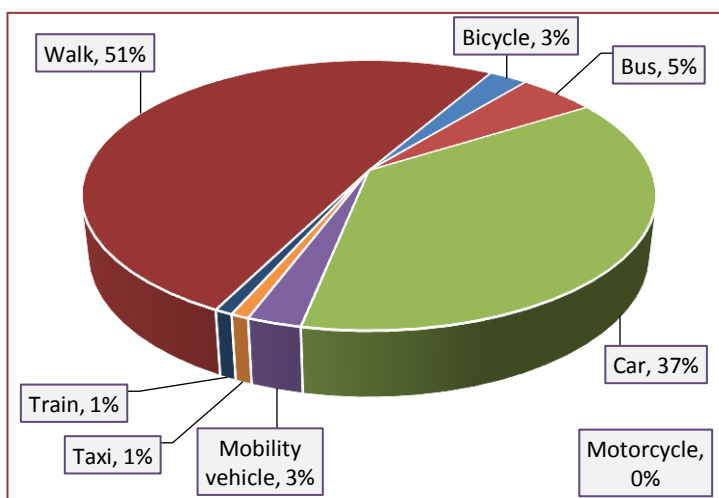
Table 2. Frequency of visits to the town centre

As shown in Table 2 it is interesting that 71% of the Town Centre Users interviewed visited Oakham more than once a week, 30% of them visiting every day. This is a much higher number than the 58% national average for small towns. 13% visited once a week, 9% once a fortnight, and 4% more than once a month. The national average has 10% visiting once a month or less but that figure is only 1% in Oakham.

| How long do you usually spend in town? | | |
|--|----------|-----------------|
| | Oakham % | Nat Benchmark % |
| Up to 1 hour | 39% | 42% |
| 1 to 3 hours | 51% | 44% |
| More than 3 hours | 9% | 13% |
| (blank) | 1% | – |
| Total | 100% | 100% |

Table 3. Duration of visits to the town centre

Table 3 shows that these are not all flying visits, as 51% of respondents would be in Oakham for 1 to 3 hours, as against 39% staying less than an hour. Only 9% of local users would stay in town for over 3 hours. Comparing these numbers to the national average, Oakham Town Centre Users have a higher proportion staying 1 to 3 hours, but fewer staying for longer. Looking in detail, it is twice as many of the 16–25 year old and 66–75 year old age groups who are staying 1 to 3 hrs as opposed to up to an hour.



As for how Town Centre Users come into Oakham, a majority, 51%, walked, as opposed to 37% who came by car (Fig. 2 & Table 4). This is a reversal of the national average figure of 34% walking and 57% coming by car. Of the rest 5% came by bus, 3% each by bicycle and mobility scooter, and 1% each by taxi and train. None were recorded as coming by motorcycle.

Fig. 2. Town Centre Users: means of visiting the town centre

If we break that down still further we learn that of the 72 people from the Oakham postcode, 53 walked whereas only 11 came by car (six parking in a car park and three on-street), and of those from the postcode which includes Barleythorpe, only five walked but 18 came by car (ten parking in a car park and six on-street). Thus a higher proportion of people are walking in from Oakham than from the Barleythorpe direction, the latter being further out. Only a total of 5% came in by bus, two people from each postcode, and the three who cycled came from Oakham.

A further analysis shows us that a higher proportion of 16–25 year olds (69%) and then of 66–75 year olds (60%) walked into town, with the intervening age groups lower at 45–50%. This is mirrored in reverse for the use of cars, where it is the 16–25 year olds (15%) and 66–75 year olds (28%) who are using cars the least, with the age groups in between at 42–50% car users. In the over-75 age group we see the lowest percentage of walkers (25%) and highest of bus users (25%). In this age group also 33% were coming into town by car and 17% by mobility scooter.

| How do you come into the town? | | |
|--------------------------------|----------|----------------------|
| | Oakham % | National benchmark % |
| Bicycle | 3% | 2% |
| Bus | 5% | 4% |
| Car | 37% | 57% |
| Mobility vehicle | 3% | – |
| Motorcycle | – | 1% |
| Taxi | 1% | – |
| Train | 1% | 1% |
| Walk | 51% | 34% |
| Other | – | 1% |
| Total | 100% | 100% |

Table 4. Travelling to the town centre

3. Positive and negative perceptions of Oakham

Town Users were asked to highlight what they thought were the positive and negative aspects of Oakham. Aspects with the highest approval from the 116 respondents were the cafés and restaurants (73 people), followed by friendliness (66), pubs and bars (65), convenience and ease of walking about town (62 each), the Museum, Castle and historic buildings (61), and cleanliness (58).

Negative perceptions were noticeably fewer than positive ones. At the top of the negative aspects list comes national chain shops (41 people), followed closely by the retail offer (38), leisure facilities (35), parking (35), and traffic (33). However with these last two the corresponding balance of positives shows that they are not seen overall as extremely negative aspects of life in Oakham.

In all, respondents nominated 2.6 times as many positive aspects of Oakham as negative ones. In addition to these standard choices, respondents were invited to suggest other negative and positive aspects of Oakham. Of the 46 negative additional comments made, 18 referred to too many charity shops, although two other people counted them as a positive aspect. A further six people said the declining market was a negative aspect of the town although on balance twice as many thought the market to be a positive rather than negative feature.

It is interesting to note the number of people who did not comment on some of the various topics. Only 39 people failed to comment on the cafés and restaurants, whereas 72 people did not comment at all on road links. That for each item on the list an average of 60 people had no negative or positive comment to make seems to indicate that none of these are generally contentious attributes.

The positive perceptions of Oakham’s cafés and restaurants and of its pubs and bars score a strong 20% and 30% higher than the national benchmarks for small towns, and the positive view of the market also recorded 20% higher. In other areas Oakham’s levels of response compare reasonably with other towns nationally. With the exception of provision for leisure, levels of negativity are lower in Oakham than the national average.

Details are shown on Table 5 below, which should be compared with Table 9 in Report KPI 11 B.

| Town Centre Users | | | | |
|--|----------|----------|---------|-------|
| Attributes | Negative | Positive | (blank) | Total |
| Physical appearance | 21 | 49 | 46 | 116 |
| Cleanliness | 2 | 58 | 56 | 116 |
| Retail offer – groceries | 17 | 32 | 67 | 116 |
| Retail offer – clothes, gifts &c | 38 | 13 | 65 | 116 |
| Independent shops | 16 | 49 | 51 | 116 |
| National chain shops | 41 | 23 | 52 | 116 |
| Market(s) | 14 | 47 | 55 | 116 |
| Cafés / restaurants | 4 | 73 | 39 | 116 |
| Pubs / bars | 1 | 65 | 50 | 116 |
| Customer service | 0 | 49 | 67 | 116 |
| Friendliness | 0 | 66 | 50 | 116 |
| Access to services, e.g. banks, Post Office, library | 14 | 52 | 50 | 116 |
| Museum, Castle, historic buildings | 2 | 61 | 53 | 116 |
| Leisure facilities | 35 | 19 | 62 | 116 |
| Cultural activities / events | 20 | 27 | 69 | 116 |
| Road links | 2 | 42 | 72 | 116 |
| Traffic | 33 | 27 | 56 | 116 |
| Car parking | 35 | 30 | 51 | 116 |
| Public transport | 24 | 27 | 65 | 116 |
| Ease of walking around the town | 8 | 62 | 46 | 116 |
| Convenience, e.g. near to home | 2 | 62 | 52 | 116 |
| Safety | 6 | 49 | 61 | 116 |
| Other | 46 | 7 | 63 | 116 |

Table 5. Negative and positive perceptions of Oakham (Town Centre Users)

Key: Table 5 gives the exact number of the 116 respondents who rated each attribute as either a negative or a positive aspect of Oakham, as well as the number who chose not to comment on each specific feature. The graded colours are a visual statement balancing the overall positive and negative perception ratings for each attribute, green being positive, through yellow, buff, pink and then red for negative. This is a valuable guide as the colouring takes into account the total percentage of people who were asked, those who didn't give an opinion as well as those who did (for example, Customer Service, where there were no negative comments and 49 positive ones: this is coloured yellow not green due to the lower number of responses).

4. How the town centre has changed

Town Centre Users were asked how their experience of Oakham had changed in recent years. 33% thought it had worsened while another 33% thought it had stayed the same. A further 18% were of the opinion that it had changed, with both good and bad, but only 8% of respondents thought the town had improved (Fig. 3 below, and Fig. 2 in report KPI 11 B).

However, when asked, 80% of respondents said they would recommend a visit to Oakham town centre, a high proportion compared to 65% for small towns nationally. The 18% who said they would not recommend a visit compares favourably to the national average of 35%.

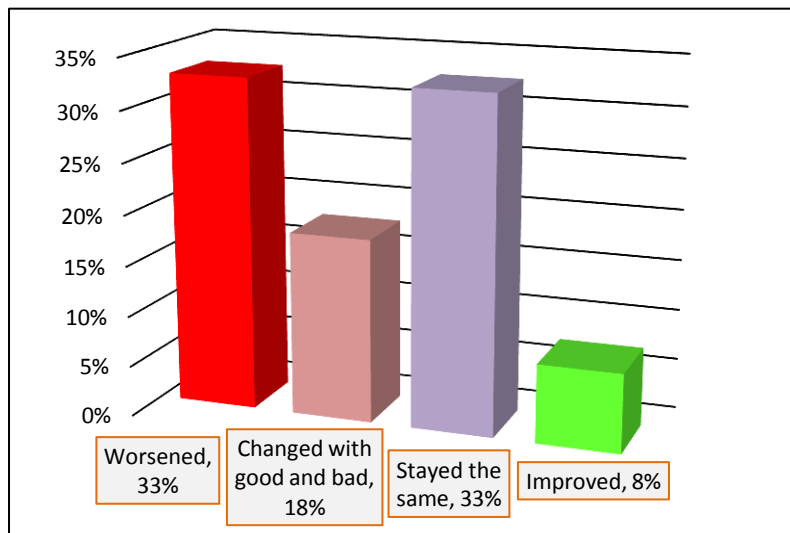


Fig. 3. Town Centre Users' perceptions of how the town centre has changed

| Would you recommend a visit to the Town Centre? | | |
|---|----------|--------------------------------------|
| | Oakham % | National Benchmark for Small towns % |
| Yes | 80% | 65% |
| No | 18% | 35% |

Table 6. Recommending a visit to the town centre

To complete the picture we asked our Town Centre Users which one word they would use to sum up Oakham town centre. In total 73% positive words were chosen as against 27% negative words. Negative words like 'boring' and 'dull' came from the 16–25 year age group, but nearly half of the negative comments, such as 'lacking', 'disappointing' and 'declining', were from the 56–75 year age group.

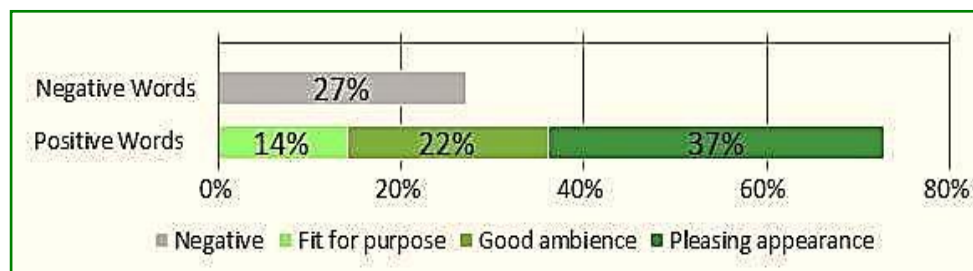


Fig. 4. Summing up the town centre

Positive words fell neatly into three groups. 14% related to Oakham's fitness for purpose, with words like 'useful', 'clean', 'compact' and 'convenient'. Then 22% described the ambience of the town as 'friendly and comfortable with community feel'. The largest group of words, 37%, related to the character and appearance of Oakham, and 'quaint' was the most commonly used, followed by 'pleasant', 'attractive' and 'historic'.

5. Suggested changes to the town centre

The final question asked what two improvements people would make to encourage them to use the town centre more, and 162 separate suggestions were recorded. Fig. 5 shows the categories of suggestions. The biggest issue raised, accounting for 51% of the comments, was concern with the retail offering. The other issues included leisure provision (15%), town centre improvements (12%), parking (10%), traffic flow (7%), food outlets (4%) and public transport (1%).

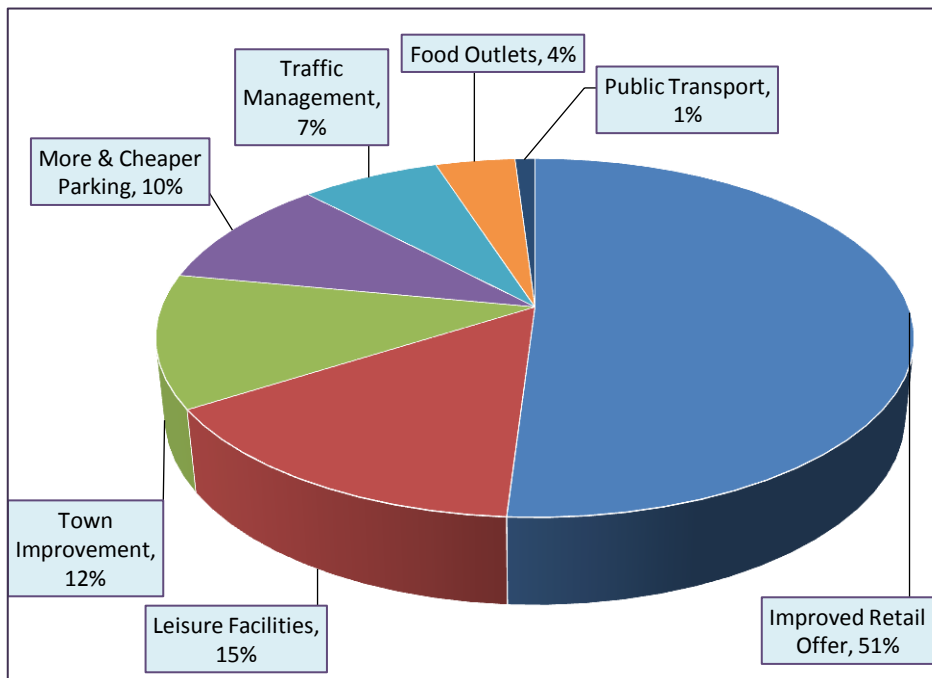


Fig. 5.
Suggested
Improvements
to the town centre

There were 83 people who said that they would be encouraged to come into Oakham more if there was a better retail offer. In their comments the words 'affordable' or 'reasonably priced' appeared 26 times. The word 'clothing' appeared 24 times. Four people thought more High Street chains would be an advantage, and five thought more independent shops. Seven people wanted a better offer for children and young people, and twelve thought more diversity would help. Another twelve wanted the market to improve and for there to be a better grocery offering in the town centre.

Improved leisure provision ideas included more activities for children and teenagers, and six calls for a cinema. Town centre improvements mentioned were repairing pavements, more seating, better disabled access and an improved appearance. Parking entries were divided between more parking and free parking, and traffic management comments related to reducing traffic volume and speed in the town. Finally there were five calls for more restaurants and two for improved public transport.

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September 2018*

KP1 11 – B : Oakham Town Visitors and Rutland Visitors Surveys Oakham Residents Group

Three surveys were designed, produced and conducted as part of the Task & Finish process. Two of these were to record the views of Oakham held by visitors, and are summarised in this section. They were completed during June and July 2018, one survey in the town, and the other in various locations less than 5 miles outside the town, at Rutland Water (at the Whitwell car park and the Lyndon birdwatching centre), at Barnsdale Gardens and at Lyndon Top camping and caravan site, all by a small group of volunteers.

1. Survey sample

Altogether 213 visitor interviews were completed with respondents whose postcodes were beyond those included in the Town Centre User group (covered in report KPI 11 A) and, although a quota for age groups was not set, the balance on the whole is reasonable, the under-25s and over-70s being the least well represented. The age groups of these respondents are shown in Table 1.

| Respondents' age groups | | | | | | | | | |
|-------------------------------|-----------|------------|------------|------------|------------|------------|-----------|-----------|-------------|
| Respondents' Age | 16–25 | 26–35 | 36–45 | 46–55 | 56–65 | 66–75 | Over 75 | blank | Total |
| Oakham Town Visitors | 10 | 10 | 17 | 16 | 18 | 25 | 3 | 1 | 100 |
| Rutland County Visitors | 5 | 16 | 22 | 19 | 27 | 19 | 5 | – | 113 |
| Total | 15 | 26 | 39 | 35 | 45 | 44 | 8 | 1 | 213 |
| Total (% whole sample) | 7% | 12% | 18% | 16% | 21% | 21% | 4% | 0% | 100% |

Table 1. Respondents' age groups

| Origins of all visitors | Number | Percentage |
|--------------------------------------|--------|------------|
| LE postcodes | 70 | 33% |
| PE postcodes | 42 | 20% |
| NG postcodes | 14 | 6% |
| NN postcodes | 10 | 5% |
| <i>Sub-total of local post-codes</i> | 136 | 64% |
| Other UK postcodes | 68 | 32% |
| Overseas | 9 | 4% |
| <i>Total</i> | 213 | 100% |

Table 2. Visitors' origins by postcode

Table 2 shows the home postcodes of the visitors to Oakham and Rutland who were interviewed. The table shows that they came predominately (64%) from the counties surrounding Rutland, i.e. Leicestershire, Lincolnshire, Nottinghamshire and Northamptonshire. A further 32% came from within the UK but further afield, and there were 4% from overseas – five from Europe, one from South Africa and three from Australia.

2. Visiting the Town Centre

| Oakham Town Visitors | | |
|--|--------|------|
| How often do you visit Oakham town centre? | Number | % |
| Just passing through / one-off visit | 39 | 39% |
| Occasional day trips | 27 | 27% |
| Regular day visits throughout the year | 20 | 20% |
| <i>Sub-total of day trip visitors</i> | 86 | 86% |
| Occasional weekends or short breaks | 8 | 8% |
| Regular weekend visits or short breaks | 4 | 4% |
| Holiday | 1 | 1% |
| <i>Sub-total of longer term visitors</i> | 13 | 13% |
| (Blank) | 1 | 1% |
| <i>Total</i> | 100 | 100% |

Table 3. Frequency of visiting: Town visitors

| Rutland County Visitors | | |
|--|--------|------|
| How often do you visit Rutland? | Number | % |
| First visit | 25 | 22% |
| Occasional day trips | 45 | 40% |
| Regular day visits throughout the year | 21 | 19% |
| <i>Sub-total of day trip visitors</i> | 91 | 81% |
| Occasional weekends or short breaks | 13 | 11% |
| Regular weekend visits or short breaks | 9 | 8% |
| <i>Sub-total of longer term visitors</i> | 22 | 19% |
| <i>Total</i> | 113 | 100% |

Table 4. Frequency of visiting: County visitors

Of the hundred interviewed in Oakham, 47% were here on an occasional or regular day trip, and a further 39% were making one-off visits or passing through the town. This is a total of 86% on day visits as opposed to only 13% here for a longer stay. This would be keeping with the fact that two-thirds of Oakham Town Visitors came from within a reasonable driving distance. A similar pattern can be seen with those visitors in Rutland but outside Oakham, although with 6% more visitors in Rutland for longer stays, and 5% fewer on day trips.

| How long do you usually spend in town? | | | |
|--|-------------------|---------------------|-----------------|
| | Oakham Visitors % | Town Centre Users % | Nat Benchmark % |
| Up to 1 hour | 11% | 39% | 42% |
| 1 to 3 hours | 59% | 51% | 44% |
| More than 3 hours | 30% | 9% | 13% |
| (Blank) | – | 1% | – |
| <i>Total</i> | 100% | 100% | 100% |

Table 5. Length of visit

Table 5 shows that visitors spend longer in town than local users, with only 11% staying for less than an hour compared to 39% of local users, and 30% spending over three hours, compared to only 9% of locals.

| How did you travel here? | Oakham Town Visitors | % | Rutland County Visitors | % |
|--------------------------|----------------------|------|-------------------------|------|
| Bicycle | 2 | 2% | 1 | 1% |
| Bus/coach | 5 | 5% | 7 | 6% |
| Car | 78 | 78% | 100 | 89% |
| Motorcycle | 1 | 1% | – | – |
| Train | 3 | 3% | – | – |
| Walk | 11 | 11% | – | – |
| Other | – | – | 5 | 4% |
| <i>Total</i> | 100 | 100% | 113 | 100% |

Table 6. Travelling to the town centre

Table 6 shows that the most common method of travel for both visitor groups was by car, namely 78% for those visiting the town and 89% for those visiting the county, although 5% and 6% respectively came by bus or coach. The 11% of visitors who walked into Oakham may have been staying in the town.

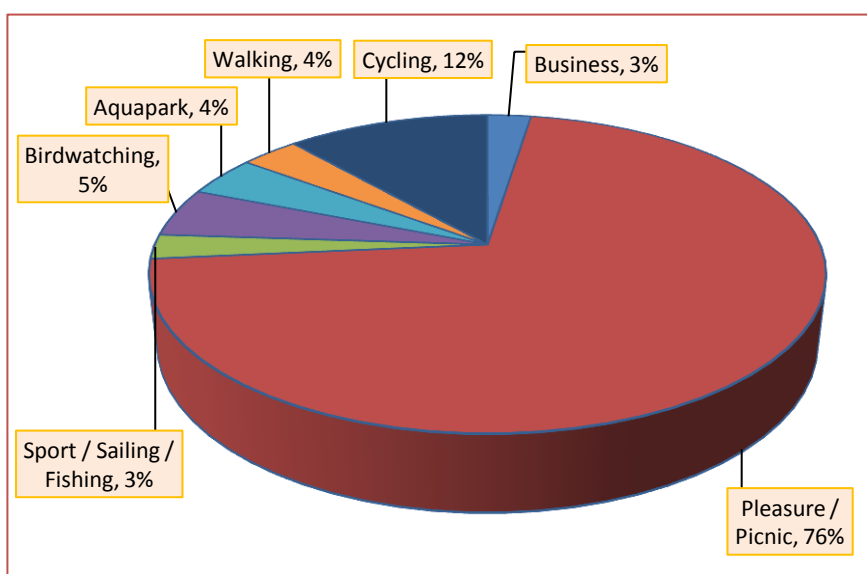


Fig. 1 shows that the most popular reason for visiting Rutland was for pleasure and picnicking, which accounted for 76% of those who came. Cycling brought 11% of the visitors, but the other attractions and activities each only drew a smaller percentage, 5% or less, to Rutland. However, some 7% of respondents cited more than one reason for their visit.

Fig. 1. Reasons for visiting

These visitors were also asked about the size of their parties. Just over half came with a second adult, but only about a fifth of the total visitors were accompanied by one or two children. Of those interviewed 14% were in Rutland with groups ranging from 8 to 53 adults, with anything from 4 to 19 children in a group. This reflects the nature of some of the attractions close to Oakham where the interviewing took place. Barnsdale Gardens have regular coach visits, and Rutland Water attracts large groups. The camping site at Lyndon Top also had groups of friends and families staying there.

3. Awareness of Oakham

As to awareness of Oakham as a destination, the level of response from Rutland County Visitors was very low: 9% had heard about it from family and friends, 3% from television, 1% from the internet, and none at all from tourism leaflets.

| From where have you heard about Oakham? | |
|---|----|
| Family and Friends | 9% |
| Television / Press | 3% |
| Internet | 1% |
| Tourism leaflets | 0% |

Table 7. Awareness of Rutland

4. Frequency of visits and attractions

Tables 3 and 4 compare the frequency with which Oakham Town Visitors and Rutland County Visitors come to the town. Tables 8 and 9 analyse when Rutland County Visitors go to Oakham and what they do when they are there.

A visit into Oakham was not intended to be part of this trip for 80% of the County visitors, and yet 67% of those interviewed had visited on a previous occasion. Looking further, data show us that of those 80% not visiting Oakham, 54% had visited on a previous trip, but they were not making a return visit this time. Of the 20% who were including a visit to Oakham, 13% had been before and were returning.

Of those with a particular reason for not visiting Oakham on this trip, 15% cited not having enough time, and 15% had no idea what Oakham had to offer.

| Rutland County Visitors | Have you visited or will you visit Oakham on this trip? | | | Have you visited Oakham on a previous occasion? | | |
|--|---|-----|-------|---|-----|-------|
| | No | Yes | Total | No | Yes | Total |
| First visit | 16% | 6% | 22% | 18% | 4% | 22% |
| Occasional day trips | 35% | 4% | 40% | 11% | 29% | 40% |
| Occasional weekends or short breaks | 5% | 6% | 12% | 2% | 10% | 12% |
| Regular day visits throughout the year | 16% | 3% | 19% | 2% | 17% | 19% |
| Regular weekend visits or short breaks | 7% | 1% | 8% | 1% | 7% | 8% |
| <i>Total</i> | 80% | 20% | 100% | 33% | 67% | 100% |

Table 8. Current and previous visits

Those who had visited in the past and those who were intending to visit this time were asked which activities or attractions in Oakham they had used or visited, or were intending to. The cafés and restaurants (42%), the historic town centre (40%) and grocery shopping (35%) topped the list, followed by visits to pubs and bars (28%), retail shopping (28%) and the Castle, Museum and farm park (22%).

| Rutland County Visitors | | | |
|--|-----|-----|-------|
| On your visit(s) to Oakham which of the following did you or will you visit or do? | | | |
| | No | Yes | Total |
| Historic Town Centre | 60% | 40% | 100% |
| Museum / Castle / Farm Park | 78% | 22% | 100% |
| Shopping – groceries | 65% | 35% | 100% |
| Shopping – gifts, clothes &c | 72% | 28% | 100% |
| Market | 74% | 26% | 100% |
| Cafés / Restaurants | 58% | 42% | 100% |
| Pubs / Bars | 72% | 28% | 100% |
| Entertainment | 94% | 6% | 100% |
| Cultural events | 93% | 7% | 100% |
| Services, e.g. chemist, petrol station | 88% | 12% | 100% |

Table 9. Locations and attractions visited

5. Positive and negative perceptions of Oakham

Visitors in Oakham were asked which features of the town they considered to be positive. 64% of them selected cafés and restaurants and 63% its physical appearance and cleanliness, all of these well above the national average for small towns. At 61% the ease of walking about town was slightly lower than the 67% national average. Next in positive perception came the independent shops (58%), the Museum, Castle and historic buildings (57%), and the friendliness of Oakham (53%).

Overall there was a very low level of negativity. The only attribute of the town which scored a more negative than positive score was leisure facilities. The attribute with the most negative perception, by 21% of visitors, was parking, although 35% thought this was a positive thing in Oakham. This balance is comparable to the national benchmark of 39% negative to 43% positive.

| Oakham Town Visitors | | | | |
|--|----------|----------|---------|-------|
| Attributes | Negative | Positive | (blank) | Total |
| Physical appearance | 2 | 63 | 35 | 100 |
| Cleanliness | 2 | 63 | 35 | 100 |
| Retail offer - groceries | 6 | 19 | 75 | 100 |
| Retail offer - clothes, gifts, &c | 9 | 20 | 71 | 100 |
| Independent shops | 2 | 58 | 40 | 100 |
| National chain shops | 12 | 17 | 71 | 100 |
| Market(s) | 3 | 44 | 53 | 100 |
| Cafes / restaurants | 0 | 64 | 36 | 100 |
| Pubs / bars | 1 | 39 | 60 | 100 |
| Customer service | 0 | 29 | 71 | 100 |
| Friendliness | 0 | 53 | 47 | 100 |
| Access to services, e.g. banks, Post Office, library | 3 | 28 | 69 | 100 |
| Museum, Castle, historic buildings | 0 | 57 | 43 | 100 |
| Leisure facilities | 11 | 9 | 80 | 100 |
| Cultural activities / events | 6 | 16 | 78 | 100 |
| Road links | 1 | 29 | 70 | 100 |
| Traffic | 15 | 18 | 67 | 100 |
| Car parking | 21 | 35 | 44 | 100 |
| Public transport | 6 | 11 | 83 | 100 |
| Ease of walking around the town | 0 | 61 | 39 | 100 |
| Convenience, e.g. near to home | 0 | 25 | 75 | 100 |
| Safety | 2 | 26 | 72 | 100 |
| Other | 14 | 11 | 75 | 100 |

Table 10. Negative and positive perceptions of Oakham (Oakham Town Visitors)

Key: This table gives the exact number of the 100 respondents who rated each attribute as either a negative or a positive aspect of Oakham, as well as the number who chose not to comment on each specific feature. The graded colours are a visual statement balancing the overall positive and negative perception ratings for each attribute, green being positive, through yellow, buff, pink and then red for negative. This is a valuable guide as the colouring takes into account the total percentage of people who were asked, those who didn't give an opinion as well as those who did (for example, Customer Service, where there were no negative comments and 29 positive ones: this is coloured yellow not green due to the lower number of responses).

Specific aspects of the town did not receive either positive or negative comments from an average of 64 visitors. Some 35 comments were made about unlisted aspects of Oakham; of these, three negative comments were made about the smelly condition and inadequate signage of the public toilets, with two further comments about signage generally, and specifically to the car parks. There were two comments on the uneven pavements. The positive comments were about the museum, the floral displays, the park [Cutts Close], the independent shops, charity shops and the small number of chain shops.

6. How the town centre has changed

| How has your experience of Oakham town centre changed for you in recent years? | | | |
|--|-------------------|----------------------|-------|
| | Town Centre Users | Oakham Town Visitors | Total |
| Worsened | 33% | 12% | 23% |
| Changed with good and bad | 18% | 11% | 15% |
| Stayed the same | 33% | 25% | 29% |
| Improved | 8% | 12% | 10% |
| No opinion / cannot say | 7% | 36% | 20% |
| (Blank) | 2% | 4% | 3% |
| <i>Total</i> | 100% | 100% | 100% |

Table 11. How the town centre has changed

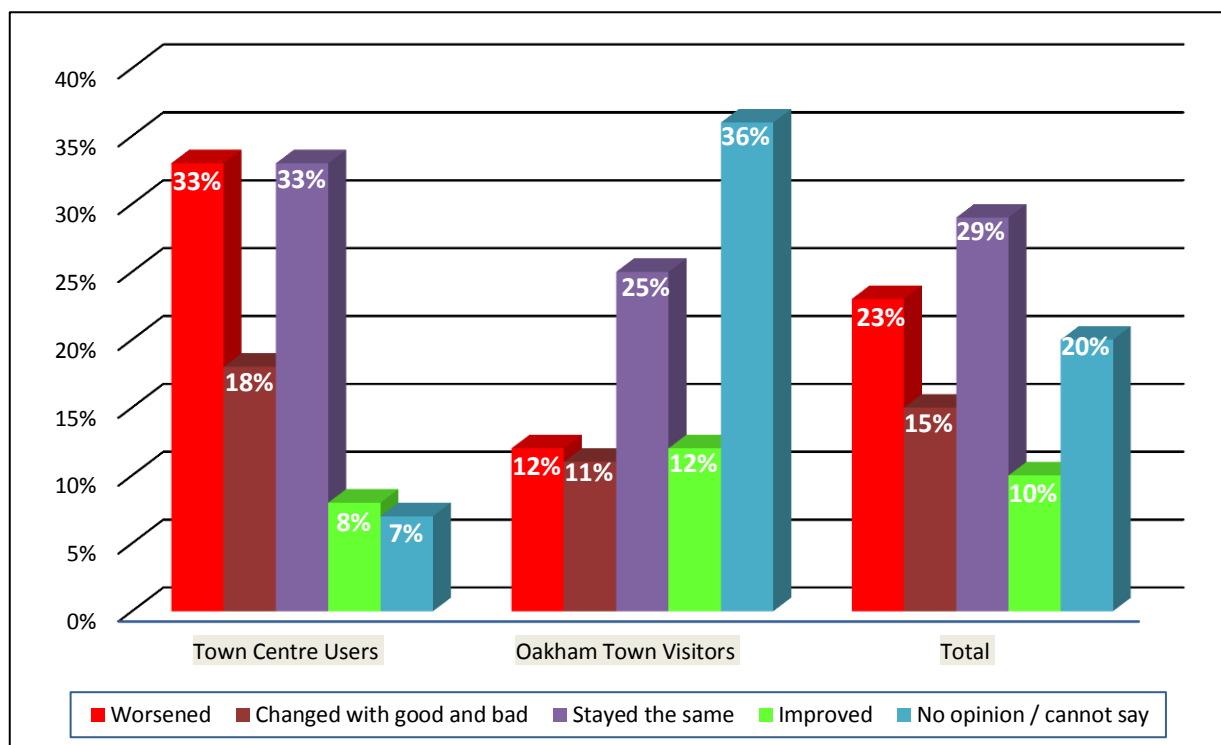


Fig. 2. Changes in the town centre as perceived by Town Centre Users and Town Visitors

A higher proportion of Oakham visitors felt the town had improved in recent years, 4% more than local town users, and a substantial third fewer visitors thought it had worsened than local users. 36 visitors did not have an answer for this question, which equates to number for whom this was a first visit. Table 11 shows that more Oakham Town Visitors than local Town Users would recommend Oakham as a place to visit.

| Would you recommend a visit to the town centre? | | | | |
|---|-----------|-----|-----|-------|
| | No answer | No | Yes | Total |
| Town Centre Users | 2% | 18% | 80% | 100% |
| Oakham Town Visitors | 1% | 6% | 93% | 100% |
| Rutland County Visitors | 31% | 7% | 62% | 100% |
| National Benchmark for Small towns % | – | 35% | 65% | 100% |

Table 12. Recommending a visit to the town centre

Further examination of the data shows that the more time visitors spend in Oakham, the more highly they rate it. Of those here for the first time only 24% would recommend a visit; however, this percentage rises until of those who come on regular day trips and short breaks 90% and 100% respectively would do so.

| What one word would best describe Oakham town centre? | | |
|---|----------|----------|
| | Negative | Positive |
| Town Centre Users | 27% | 73% |
| Rutland & Oakham Visitors | 7% | 93% |

Table 13. Describing Oakham town centre

Similarly, when asked for one word to describe Oakham town centre, there were far fewer negative words from the visitors than there were from the local users, just 7% negative as against 93% positive words. The visitors also used twice as many words as locals to comment favourably on the appearance of Oakham.

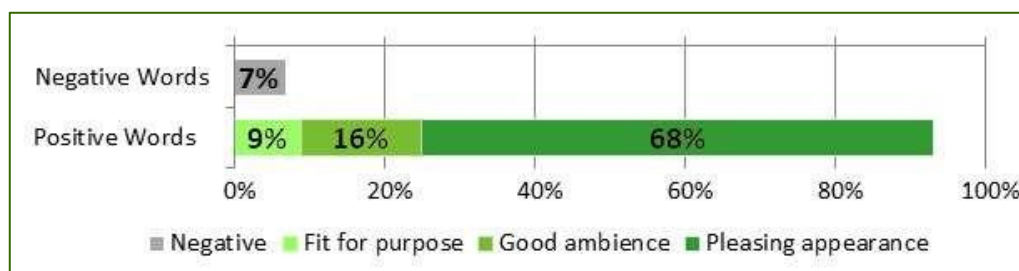


Fig. 3. Summing up the town centre

Negative comments from visitors were ‘lacklustre’, ‘stagnant’ and ‘declining’. Positive words used relating to Oakham’s fitness for purpose were ‘useful’, ‘convenient’, ‘diverse’ and ‘compact’, and the ambience was described as ‘pleasant’, ‘busy’ and ‘friendly’. Lastly, 11% of all the visitors chose the word ‘quaint’ to describe Oakham, followed by ‘picturesque’, ‘attractive’ and ‘historic’. It may be noted that in fact visitors used almost exactly the same range of words to describe the town centre as did local town users.

7. Suggested changes to the town centre

As with the Town Centre Users survey, the aim of the final question in the survey was to find what improvements to the town would encourage visitors to come to Oakham more often. In all 120 suggestions were made, across a range of subjects, as shown in Fig. 4 below. Jointly, with 26% of comments each, the two most frequent subjects were the retail offer and parking, followed by 22% commenting on town centre improvements. Other suggestions covered leisure provision (12%), traffic management (10%), food outlets (3%) and public transport (2%). The difference between the visitors’ concerns and those of town users is very clear. The visitors have only half the degree of concern over the retail mix, but twice the concern for parking, and town centre improvements also feature twice as strongly on the visitors list.

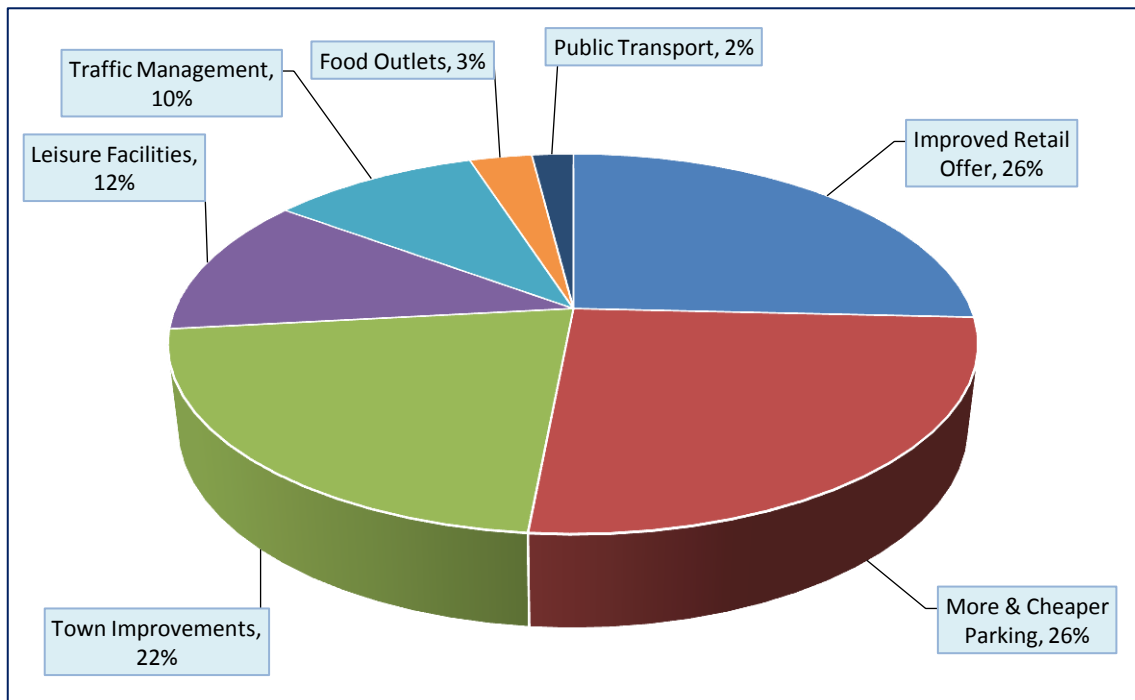


Fig. 4. Suggested improvements for the town centre

It is interesting to look in detail at the visitors' suggestions. Town users were divided equally between wanting more parking and wanting cheaper parking, yet twice as many visitors commented about parking, with over 70% of them wanting more parking, and only a little more than a quarter of that number wanting cheaper parking. There were also three people who commented that they were unable to visit Oakham as there was no provision for parking camper vans in any of the car parks. The comments on the retail offer were mostly about more shops and greater diversity. Some visitors thought more leisure facilities, more things to do, would encourage them to come more; and less traffic, heavy traffic and the speed of traffic in the centre were mentioned in 10% of comments. There were four comments about food outlets and two calling for better public transport. However where visitors' comments differed most widely from those made by town users is under the heading 'town improvements'. Here visitors made more than twice as many comments, and 54% of these concerned signage and information in the town centre. They mentioned signage to car parks, to public toilets and to hotels, and a need for tourist information and events advertising.

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September 2018*

KPI 12: Shoppers Origin Survey

The Shoppers Origin Survey records the home locations of all those who used the retail outlets and services in the town centre. These data are designed to illustrate which general geographical areas customers are coming from, and in what proportions. The information can then be used in a number of ways, for example to target advertising to expand the customer catchment area or to promote local events, for example in areas from where customers are regularly coming in good numbers.

1. The sample

Postcode Capture Record Sheets were delivered to all 240 businesses in Oakham with the Business Confidence Survey over the last two weeks of July 2018, and staff were asked to capture their customers' postcodes at point of sale over a full working week. The response, from just 43 businesses, was disappointing, but two-thirds of those had collected a good sample. Eleven businesses had collected their customer postcodes over 3 or 4 days, and 16 businesses over 5 or 6 days, and the evidence from the full total of 1766 postcode responses from all 43 businesses proves interesting.

Compared to the percentage classification of the business sector in Oakham the response sample was much stronger from the retail sector and very much weaker from financial services, but geographically the sampled premises were evenly spread through the town and all the central shopping streets were represented. Four non-retail businesses just outside the central hub also responded.

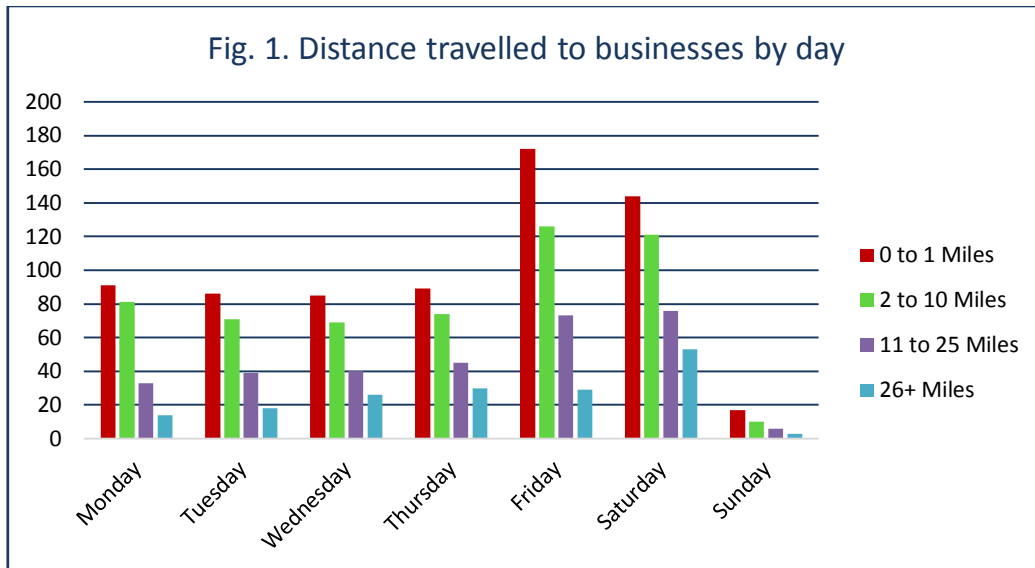
In addition to the business sector, postcodes were collected from the three main visitor attractions in the town, Oakham Castle, Rutland County Museum and the Rutland Farm Park, as well as Oakham Library, where tourist information is available.

2. The Aggregated Data

In any interpretation of postcode data it is important to remember that these are based on historic post towns using a system which still owes a great deal to the nineteenth century railway network. Hence postcode areas are not coterminous with county or district boundaries. Locally, for example, Cold Overton in Leicestershire has Oakham as its post town with an LE15 7 postcode, and various parishes in the east of Rutland have Stamford in Lincolnshire as their post town and therefore PE9 postcodes. This *caveat* applies to all the postcode-based data assembled by means of any of the surveys undertaken for this project.

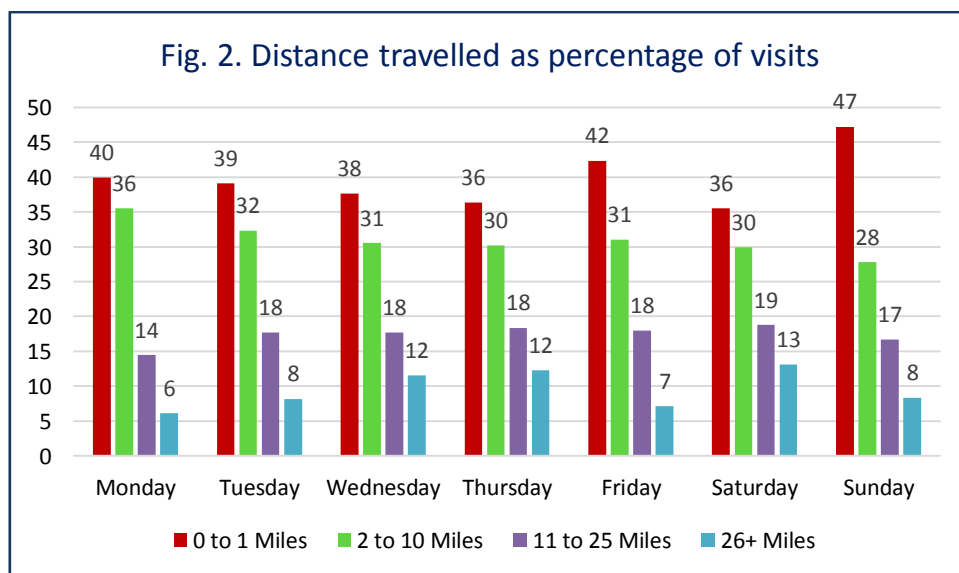
| Table 1 | Oakham % | National Small Towns % |
|--|----------|------------------------|
| Local: Oakham LE15 6 postcodes | 40% | 66% |
| Rutland Visitors: 1 to 10 miles from Oakham | 32% | 27% |
| Tourists & Visitors: over 10 miles from Oakham | 28% | 7% |

Here the customer postcodes have been sorted into three classifications, those with LE15 6 Oakham postcodes, those with Rutland postcodes and therefore likely to live within ten miles of Oakham, and 'tourists' or other visitors living further than ten miles away. As percentages these figures are very different from those of the national averages shown in Table 1, as the number of tourists or distant visitors using Oakham businesses is very much higher. On the face of it the number of local shoppers seems much lower than the average but it is important to take into consideration that half of those living between 1 and 10 miles from Oakham had LE15 7 postcodes, and although this includes mostly Rutland villages to the north-east and north-west, it also includes the large Barleythorpe housing estates adjoining Oakham, and considered by many to be part of the town.

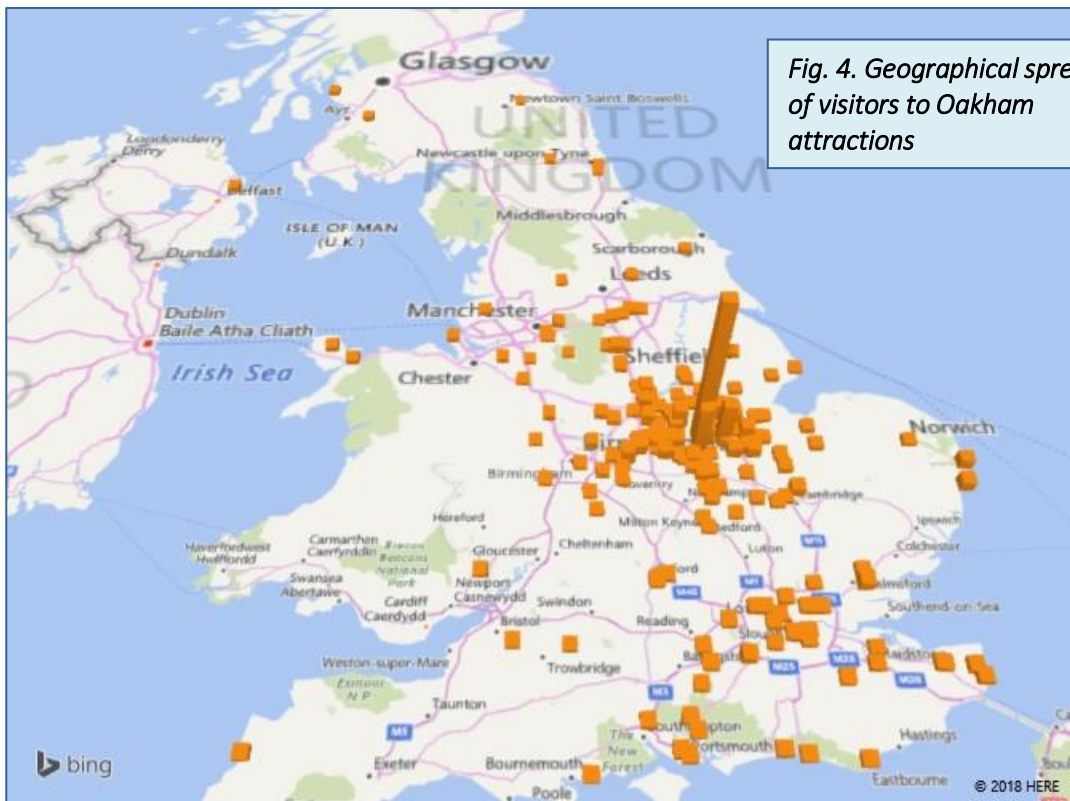
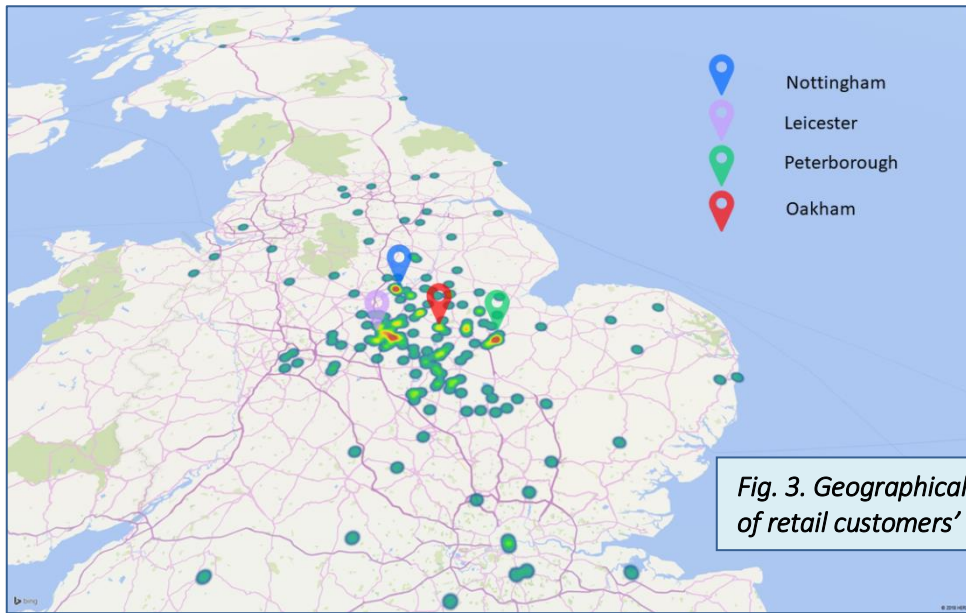


In the graph in Fig. 1 the postcode data are divided into four zones, for distances 0–1 mile from the town centre, 2–10 miles (of which half are Barleythorpe, Langham and other villages to the north), 11–25 miles, and over 25 miles, and this produces a consistent pattern when divided into the number of shoppers by day. The highest proportion of customers is local, and that number lessens as the distance they have travelled increases. To confirm this, taking into account the sparseness and erratic nature of some of the data, the second graph, Fig. 2, has the data for each day averaged: the same correlation emerges. It is demonstrable that the major percentage of Oakham customers either live in the town or within ten miles.

It is also notable that the highest levels of activity were on the Friday as well as the Saturday (Fig. 1). There is no perceptible difference between the Wednesday market day and the other weekdays, which seems to indicate that retail trade may not be boosted by those who come into town to use the mid-week market.



Plotted on a map (Fig. 3), the postcodes of origin show the geographical spread of where Oakham’s more distant customers are travelling from (excluding 16 customers from overseas or with no fixed address). There are scattered dots as far away as London, Norfolk, Northumberland and even Scotland, but the majority are within reasonable driving distance. Melton Mowbray and Stamford are discernible, and there appears to be a spread of customers coming from the Corby and Kettering direction to the south, but the ‘hot-spots’ are the neighbouring large cities of Peterborough, Leicester and Nottingham.



This second map (Fig. 4) plots the home location of the postcodes given by visitors to the Oakham attractions, namely the Castle, Museum, Farm Park and library. The spread is quite different from those collected at the retail and service businesses in the town. The 3D column format of this map shows that these venues are well supported by local people, but also by a heavy density of visitors from the surrounding towns and cities. Furthermore the spread across the country is much wider, especially from London and the Home Counties. Not shown at all here are overseas visitors – six from Europe plus a French group, and 20 from across the world, notably eight from Australia.

Enlarging each map, there is a hint that the pattern of dots follows the main arterial routes across the region. A much larger sample would be needed to substantiate this, but if true it might not be unexpected.

Joy Clough and Nick Woodley

The issue of air pollution around the Level Crossing on Brooke Road

Note: This pollution report is submitted by a member of the Residents Group. Although related to one specific location, it is equally pertinent to other locations in the town. The Task & Finish Group might ask Rutland CC whether pollution monitoring has been or could be done in Oakham, and look at the results with a view to considering recommendations.

As a local resident and a Geography Teacher I have become concerned at the levels of air pollution around the Brooke Road level crossing. I have noted that motor vehicles waiting at the crossing tend to have their engines running whilst the drivers are waiting for the barriers to lift. It has been widely documented that idling motor vehicles emit significant amounts of air polluting chemicals that have harmful effects on people's health.

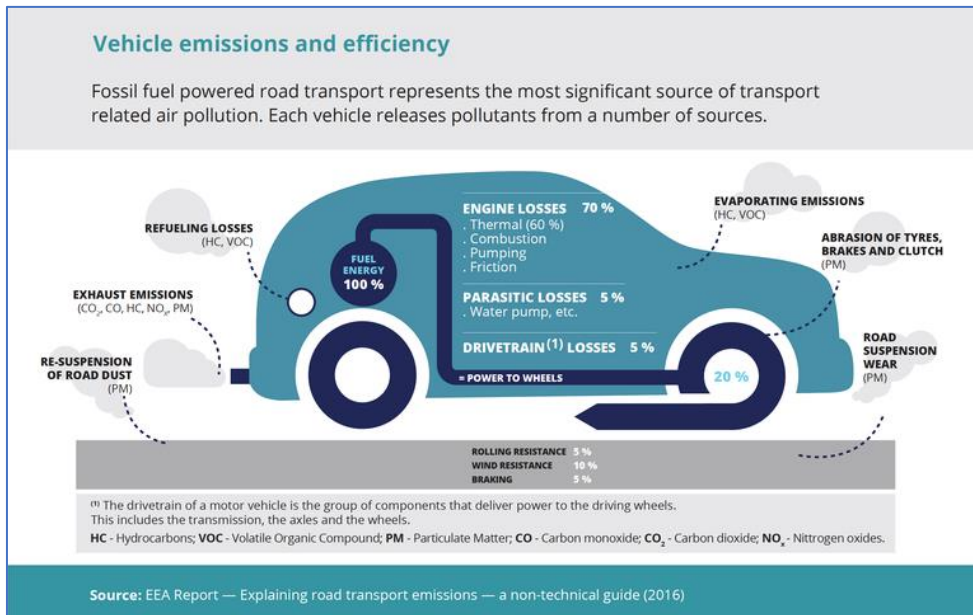


Fig. 1. Vehicle emissions and efficiency

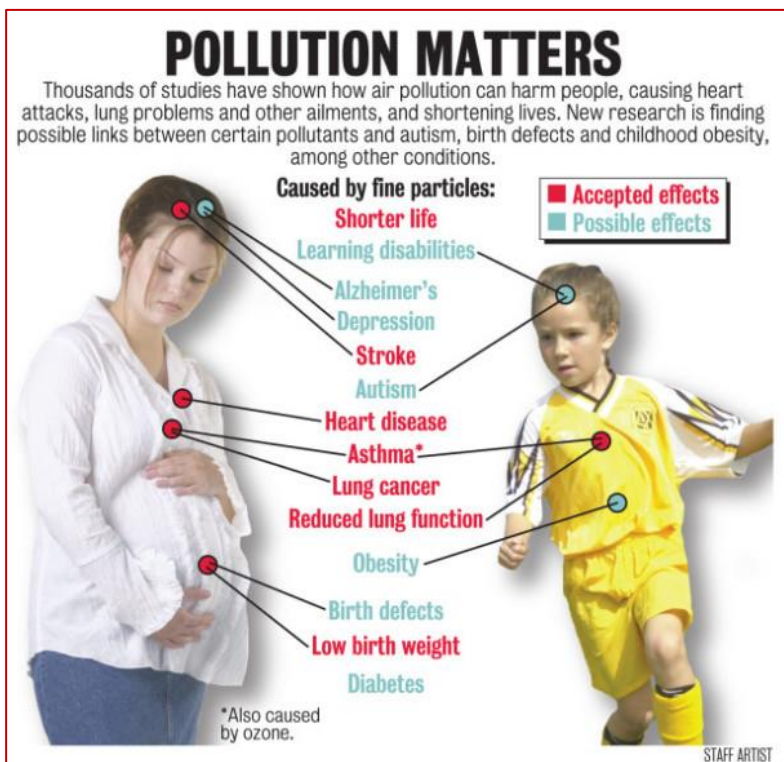


Fig. 2. Harmful effects of fine particle pollution

The level crossing is on a popular walking route for young school children who attend Brooke Hill School. Young children are particularly adversely affected by air pollution from motor vehicles as they are shorter and therefore their airways are closer to the exhaust pipes. Air pollution from vehicles has been linked to exacerbating health issues such as asthma and may even impair brain development.

The level crossing is also a place where pedestrians and cyclists wait as they travel to and from Oakham town centre or further afield. Once again this means that for the duration of the wait they are inhaling the airborne pollutants. For the cyclists who may be breathing hard from the exercise (like-wise for runners) then these pollutants will be inhaled deep into the lungs.



Fig. 3. An air pollution monitor

Clearly at present I have no factual data to present about air quality at the crossing, so I propose that a study be made. There are several readily available air monitoring kits that are affordable and easy to use that will measure nitrous oxide levels and other harmful gases (Fig. 3). Once reliable data have been collected they can be presented to help address the situation.

To reduce air pollution at the crossing a series of signs could be displayed urging drivers to turn their engines off whilst they are waiting. This has the added benefit of saving the driver money from greater fuel efficiency.

It should also be noted by urban planners that any increase in the number of motor vehicles on the approaches to the crossing – Derwent Drive, Brooke Road and Welland Way – would increase air pollution. The building of new houses along Brooke Road would lead to an increase in the number of vehicles waiting at the crossing, which would increase pollutants making the problem worse.

Further notes

A recent work published in the National Academy of Sciences of the USA where research was done on the effects of air pollution on thousands of Chinese people found that exposure to high levels of pollutions is the equivalent to losing one year of education. This alarming research is worse for older people. The research found that older men (over 64) particularly are at risk of impaired brain function from breathing in polluted air. From a Rutland point of view this is particularly concerning given our aging demographic and that many people wish to carry on working past traditional retirement ages. It would also be the case that many elderly Rutland residents would be involved in making complex decisions both at work and in their personal lives.

An Ontario study attributes one in ten dementia cases to living near busy roads. The cost of caring for dementia is a huge burden for both the carers and for the local councils who often part-fund the care requirements. This means it makes good economic sense to try to reduce levels of air pollution where ever possible.

The effects on the mental health of children and teenagers are also well documented. It is likely that because they are still growing they are more at risk from developing mental health issues. A study in Sweden found that a relatively small increase in the levels of Nitrous Oxide, a component of car exhaust, of 10 mcg per cubic metre caused a 9% increase in mental illness in children. The current EU and WHO maximum exposure to NO₂ is set at 40mcg per cubic metre. Given that diesel vehicles generally emit more NO₂ than petrol cars and that all motor vehicles emit more NO₂ whilst idling then there is a clear risk to children's health if the number of vehicles waiting at the crossing were to increase because of a new housing development. It should further be noted that diesel cars are more popular in Rutland because of its rural nature (nationally 2 out of every 5 cars is a diesel) and that many diesel vans, which frequently have even higher NO₂ emissions because of their greater mileage, also use this route. Because many people in any new estates would be travelling outside of Oakham for work it would be a safe assumption that they would be using motor vehicles. The government has said it wants to phase out petrol and diesel cars sales by 2040 but this is a long time to wait for improvements in air quality when children's health and educational attainment is at risk.

Bibliography and further reading

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<https://gchavda.wordpress.com/2014/04/05/air-pollution-and-childrens-health/>
<https://www2.le.ac.uk/colleges/scieng/research/airquality/monitoring>

*Chris Moloney
28th August 2018*

Appendix A: Individual comments from 2018 research

Note: Numbers indicate the number of occurrences of any comment or expression made more than once

Which one word would you use to describe Oakham Town Centre?

From the Town Users Survey

Positive **85 comments (73.3%)**

| | | | | |
|--------------|---|---------------------|---------------------------|-------------------|
| quaint | 9 | average | good | rural |
| friendly | 8 | brilliant | I like it | safer than a city |
| pleasant | 5 | character | interesting | safe |
| quiet | 4 | characteristic | interesting, well | small |
| attractive | 3 | classic town centre | serviced for shops | traditional |
| historic[al] | 3 | clean & useful | market town | unique |
| busy | 2 | compact | nice little town | unique, historic |
| charming | 2 | community feel | oldy-worldy | useful |
| comfortable | 2 | conservative | perfect | variety |
| great | 2 | convenient | pleasant | vibrant |
| lovely | 2 | cosy | pleasing | welcoming |
| nice | 2 | fine | picturesque & traditional | |
| pretty | 2 | functional | quirky | |
| adequate | | getting better | reasonably classy | |

Negative **31 comments (26.7%)**

| | | | | | |
|--------|---|---------------|---|------------------------|---------------|
| boring | 4 | declining | 2 | disappointing compared | shabby |
| dull | 4 | disappointing | 2 | Stamford | unencouraging |
| dying | 3 | deteriorated | | lacking | worsening |
| poor | 3 | dire | | lifeless | |
| tired | 3 | failing | | negative | |

From the Town Centre Visitors Survey

Positive **90 comments (92.8%)**

| | | | | |
|-------------|----|------------------------|----------------------------|--------------------------|
| quaint | 11 | absolutely lovely | different | outing |
| pleasant | 8 | architecture & | exciting | quaint & friendly |
| attractive | 5 | surrounding scenery | friendly | quaint market town |
| pretty | 4 | a place to retire | great | quintessentially English |
| historic | 3 | brilliant, quaint | historic, delightful | rural |
| unique | 3 | character | idyllic | rustic |
| traditional | 3 | charming & interesting | like any other | safe |
| appealing | 2 | charming | lovely environment | special |
| beautiful | 2 | clean | lovely, interesting | tidy |
| busy | 2 | compact | medieval | traditional English |
| interesting | 2 | convenient | nice | unspoiled |
| lovely | 2 | country town | perfect | very lovely & peaceful |
| old England | 2 | cute | picturesque | |
| picturesque | 2 | delightfully English | pleasant worthwhile outing | |

Negative **7 comments (7.2%)**

| | | | |
|---------------|---|------------------------|--------------------|
| boring | 2 | lacklustre | stagnant |
| disappointing | | not like it used to be | improvement needed |

From the Rutland County Visitors Survey

Positive 73 comments (93.6%)

| | | | | |
|-------------|---|------------------------|---------------------------|----------------------|
| quaint | 8 | atmosphere | nice little town | quirky, beautiful |
| picturesque | 6 | convenient | nice town | relaxing |
| pretty | 6 | civilised | old, attractive | refined |
| lovely | 3 | different, character | peaceful | rustic |
| pleasant | 3 | diverse | pleasant retreat | traditional |
| beautiful | 2 | friendly | picturesque, interesting | traditional mkt town |
| clean | 2 | good market | pretty & historical | unique |
| growing | 2 | handsome | pretty and quaint | useful |
| historic | 2 | looks pretty | pretty but getting bigger | very pleasant |
| nice | 2 | lovely historic town | pretty market town | |
| olde worldy | 2 | market town | quaint little town | |
| rural | 2 | nice people, beautiful | quintessentially British | |

Negative 5 comments (6.4%)

| | | |
|------------|-------|----------------|
| decline | OK | no idea, don't |
| disjointed | quiet | remember |

What do you think are the positive or negative aspects of Oakham?

From the Town Centre Users Survey

Positive 'other' comments

| | | | |
|-----------------|---|--------------------|-----------------|
| charity shop(s) | 2 | park [Cutts Close] | schools & |
| no empty shops | | quiet | Oakham in bloom |

Negative 'other' comments

| Town Centre Improvements | |
|--|---|
| appalling state of pavements uneven paths footpaths need sorting, including cobbles not tarmac to castle safety need for crossing from the Lodge don't feel safe - young and vulnerable need to attract visitors parking on pavement maternity services medical services (?) difficult to get pushchairs around | dying : pavements need refurbishing safety concern at pavement edges with mobility scooter safety issues crossing at Church St and for children at library lack of benches drains smell West End post office queues poor access to Post Office poor public transport, miss the hourly bus cash points on a Sunday |
| Parking | |
| can wait too long for car park car parks should be free to encourage people to a) come and b) stay need free parking, because I work so difficult | have to know where car parks are paying for parking puts people off. Stow on the Wold and Witney both have free parking, we should or it kills trade too much infill building instead of car parks |
| Railway crossing | |
| traffic bad due to level crossing level crossing x 3 | stuck in traffic at crossing can affect enjoyment |

| Retail Mix including Charity Shops | |
|--|---|
| more affordable clothes shops no affordable shoe shops need more shops for youngsters & affordable clothes nowhere to buy kids clothes & underwear more shops for children charity shops x 11 estate agents x 2 too many estate agents, charity shops, hairdressers | more chain shops shops dead - no choice too many pubs no greengrocers too many charity shops x 4 too many charity shops & hairdressers too many estate agents, hairdressers, charity shops |
| Market | |
| market market dwindling | market declining x 3 market too small, not enough choice |
| Leisure | |
| need cinema & bowling alley not enough for teenagers | events not directed at young |

From the Oakham Town Visitors Survey

Positive 'other' comments

| |
|---|
| beautiful museum, terrific guide calm charity shops come to the new parenting classes at Children's Centre because better than Stamford loved every minute, so much to do lovely flowers no national chain shops not too busy, relaxing park good air bnb place unique, self-sufficient, individual shops unspoilt sitting out, quiet (positive) |
|---|

Negative 'other' comments

| |
|--|
| car park signs hidden by trees signage x 3 signage – parking signage for toilets x 2 public toilets – cleanliness uneven pavements uneven pavements lovely, but miss Furleys lack of visible police modern buildings (negative) West End |
|--|

What two improvements would encourage you to use the town centre more?

From the Town Users Survey

| Town Centre Improvements | |
|--|--|
| outdoor seating areas | more greenery |
| semi-pedestrianised but with parking | better (old style) architecture |
| improved characterful shop fronts | nicer appearance |
| lower rent & rates for retail | make more attractive with cycle friendly |
| police presence w/e evenings - noise & violence | more bike parks |
| no more big roadworks | mend pavements x 2 |
| disabled access | improved pavements |
| more disabled friendly | mostly pavement potholes |
| Parking | |
| free parking x 5 | less traffic |
| more free parking x 3 | less traffic & parking in High St |
| cheaper parking | slow traffic ban lorries |
| more parking | get rid of heavy duty traffic |
| more car parks – flat | traffic chaos jumping lights at train |
| parking, need more of it | traffic reduction increase civic pride |
| improve parking | better traffic control |
| parking | better traffic management x 2 |
| more parking in market square | reduce traffic flow away from town centre |
| better parking | traffic to be directed to by-pass |
| less on street parking | |
| Retail Mix | |
| affordable shops x 3 | children's clothes shops |
| cheaper shops x 2 | more clothing stores, especially |
| better & affordable shops | cheaper shoe & clothes shops |
| better / wider / diverse / variety / range of shops x 4 | more reasonably priced shoe & clothes shops |
| more affordable shops x 3 | more reasonably priced clothing shops |
| better shops x 5 | more affordable clothes & shoe shops poundland |
| better clothes shops x 2 | some affordable clothing chains |
| affordable clothes shops x 4 | reasonably priced shoe & ladies |
| more popular shops for clothes & shoes | better mid-priced shoe & clothes shops |
| better choice & cheaper shops | more reasonably priced ladies clothing shops |
| better shops, affordable clothes and national chains | more shoe, clothes |
| more reasonably priced shops | more clothes shops x 3 |
| better variety of affordable shops for young and old | top shop or new look for school clothes |
| more retail shopping | generic clothing for younger people |
| more national / high street chain shops x 3 | retail children's clothing |
| right shops mid-priced shops | more larger shops for men |
| no more chains | M&S Food |
| more independent shops x 5 | grocery shop on High St |
| more shops x 3 | another grocery shop in town centre |
| shops | vegetable shops |
| more affordable & variety shops | supermarket on High St |
| more & better quality shops better access to post office | affordable off licence |
| more shops for the young people | greengrocers |
| shops for teenagers | more olde worlde shops |
| more diversity of shops fewer charity shops | more gift shops |
| more shops - booksellers, antiques | more market stalls / bigger market x 2 |
| less charity shops / too many charity shops x 2 | better market x 3 |
| more variety of shops like Mkt Harborough | more real shops more banks |

| Public Transport | |
|--|---|
| bring back 12.30 bus | |
| better public transport | |
| Food Outlets | |
| fast food restaurant for the young | family friendly restaurant |
| more proper restaurants | cheaper cafés |
| more restaurants | more restaurants less cafés |
| Leisure | |
| recreational activities for children & teenagers | more activity – bowling, dog crèche for town centre |
| activities for young couples | more events eg beer festivals |
| teenage friendly things safer places for teens & children | decent swimming pool |
| leisure activities esp. children's | councils to support events better – advertise |
| more for children to do & see | more activity eg bands in parks |
| activities for teenagers | open museum at weekends |
| cinema x 5 | exhibitions and events |
| more things to do - cinema | leisure activities x 3 |
| skateboard facility badly designed – it is for BMX, hard for kids with skate boards and scooters | somewhere where people can have coffee and play chess and board games |

What two improvements would encourage you to come to Oakham more often?

From the Oakham Town Visitors Survey

| Retail Mix | |
|--|---|
| better selective shops | good shops like Furleys |
| accessibility more shops | individual shops |
| more shops and businesses | more independent classy shops |
| better shops x 2 | maintain independent shops |
| better shops more diversity | just great, don't want big national chains on holiday |
| variety shops x 2 | more boutique shops |
| reasonably priced clothes shops | bring back the music shop |
| shopping offer limited, especially children | prevent out of town developments |
| more clothes shops for younger people x 2 | longer shop opening |
| nice ordinary shops, clothes | larger market |
| more clothes shops at reasonable prices | market - more communal area |
| fewer charity shops | market to stay open to afternoon |
| Parking | |
| cheaper parking x 2 | free parking like in other places better |
| better, more, cheaper parking | better parking x 4 |
| more (public) parking x 3 | parking x 2 |
| more parking nearer the shops | |
| Town Centre Improvements | |
| signage to go out of town | tourist information |
| sign posting for hotels | more public information out on view |
| signage to public toilets / public conveniences x 2 | daytime activities publicised |
| signage to toilets / better parking | more flowers (in town) x 2 |
| signs to centre / market maps in car park | more benches |
| better signage, especially of car parks | visible policing |
| lop tree over the long stay carpark sign | keep its identity |

| Leisure | |
|--|--|
| leisure activities | more things for kids family events |
| more leisure activities | more things to do |
| leisure facilities - bowling | cinema |
| more leisure facilities eg. sports centres, leisure complex eg. bowling | ability to turn up at cinema for show without pre-booking |
| Food Outlets | |
| quieter places to eat | more cafés - basic prices |
| better food outlet | more gluten free dining |
| Public Transport | |
| public transport about transport | |
| better public transport different | |
| Traffic Management | |
| better crossing nr level crossing railway crossing without queues less traffic / zebra crossing crossings x 2 road bridge over railway eve end of day traffic volume and speed | weight restriction on high st reduce traffic in High Street traffic spoiling high st ensure deliveries are complete by 10.00am resurface Brooke Rd car park [NB has now been done] |

What two improvements would encourage you to come to Oakham more often?

From the Rutland County Visitors Survey

| Retail Mix | |
|---|--|
| noticed more charity shops | better clothes shops etc |
| more bookshops more clothes shops -white?? | fewer shops closing down, more variety |
| more clothes shops | better range on market |
| Parking | |
| (car) parking x 4 | more free parking |
| better (car) parking x 4 | cost of car parks |
| more parking x 2 | parking for motor homes x 2 |
| improve layout & parking | parking for bigger vans |
| park and ride | |
| Town Centre Improvements | |
| advertising | better toilet facilities x 2 |
| better signage | street too narrow |
| better signage for car park | improved pavements, worried about tripping |
| signage promoting the town from Rutland Water | dog-friendly pubs |
| Leisure | |
| museum, castle | prettier more nightlife |
| more entertainment / events x 2 | nice area |
| more to do | always enjoyed |
| not a lot for kids | |

From the Business Confidence Survey

What are the local pressures facing your business which are out of your control?

| Rents, Rates & Financial Issues | |
|--|--|
| Business rates too high driving locals out of town | High rents make expansion difficult |
| High business rates | High rents x 3 |
| Outrageous business rates | Rent |
| Business Rates x 2 | Affordability of premises in Prime Locations. |
| Rates x 4 | Lack of quality staff |
| Rates and Overheads | Living wage. . . |
| Rental / business rate costs x 3 | Pensions |
| Rates are not applicable for me but I appreciate their impact on other businesses. | Lack of suitable office space may force a move to another town to enable expansion |
| Lack of Support from Councils | |
| Local authorities not working together | Government cuts |
| The County Council. Neglect of business. Groups are set up then fail due to apathy | The Council working against business such as one way system |
| Lack of confidence that council is making the right decisions in the interests of retailers | Town Council only appear interested in "Golden Triangle" : Church St.-High St.-Market Place-Mill St. |
| Unhelpful council | National economy and lack of proactive support from RCC |
| Councillors not listening to local business people | Council wasting money |
| Government changes to legislation affecting landlords | Brexit |
| In the short time I have been trading in Oakham, I have noticed a huge divide between Mill Street and the rest of the town. Nice if you have a business there and can afford to shop there. Why isn't there any promotion of important independent businesses in the Rutland Living who cannot afford to advertise? Money begets money and Oakham is losing independent stores because they are not promoted because they cannot afford to advertise. There are very wealthy people in this area and then there are normal hardworking people who cannot afford the housing, cannot afford the upmarket shops and from talking to them in my shop, they feel like they are left with the option of charity shops and ever dwindling independent shops that cannot survive. | Oakham doesn't need a one way system, it needs a drastic overhaul of its high street stores so people can afford to trade, maybe not in the conventional sense any more, but offer pop-up options. Look at changes to business contracts so that those who would like to trade could manage to do so. We can't keep blaming the downturn in Retail on the internet, people will buy on-line if there are no independent shops to go to, then where will your 'potential' tourist customers and 'potential' local customers go?? There are really talented people in the area and town who would be a real asset if they had the opportunity - give them a chance and promote them. My shop will be available in October, let's hope the next tenant has more luck. |
| Low Footfall | |
| During prolonged roadworks, nearly the whole of 2017, people stopped shopping in Oakham and haven't returned. They formed new buying patterns, which happens very quickly. We need to find a way to get people back, hence the 'shop-local' suggestion. | I have only been open for 14 months. The first 6 months were OK but the 2nd six months up until this past month have been awful. Much less footfall. The road works made a massive difference to a point where my takings were down by half. |
| getting people to shop on the high street | Quietness of the town |
| Attract more people into town | Footfall is dropping / declining footfall x 2 |
| Lack of bus services for older clients | No passing trade at this end of town |
| Economic issues=poor spending | Very poor footfall at this end of town |
| Weather | Footfall |
| The Location | Lack of footfall / Poor footfall x 3 |
| Customer flow | Less people coming into town as no reason |
| Local perception that Northgate is "Out of the way" or hidden | The lack of people through the town. Dropped off dramatically since Christmas. |

| Competition | |
|---|--|
| Other salons opening | Internet / Online shopping x 6 |
| Supermarkets / Superstores x 2 | Local perception that everything is cheaper online |
| Competition from BP M&S on bypass | Lure of internet shopping |
| Charity Shops | Mobile traders |
| Competition from quantity of Charity Shops | Local competition |
| Too many charity shops and decline of independent retailers | Attraction of customers to Oakham from surrounding towns |
| Parking | |
| Lack of / Availability of (car) parking &c x 9 | Cost of parking / car park charges x 3 |
| Lack of free or cheap parking | We need more free parking !!!!! |
| Increase car parking (in centre) x 2 | Immediate parking restrictions. |
| Parking (issues) x 4 | Ability to have customer car park |
| Parking (charges and lack of it) | 1 hour fee parking removed? |
| Town planning-parking. Lack of space for van outside. | Parking. Can we have a business parking permit. |
| Retail Mix | |
| Poor mix of retail shops (too many of the same type) | Too many opticians |
| Insufficient choice for shoppers means they go elsewhere | Too many charity shops |
| Traffic Management | |
| Local road closures x 3 | Any roadworks in the town has a significant impact on our turnover. We relocated our shop from Melton in Dec 2017 and did well until the roadworks started. Since they have finished our turnover has dramatically increased. We would not have been able to keep the shop open if these had continued for much longer. We are therefore against any unnecessary major works that have an impact on the traffic flow through the town and discourage people from visiting. |
| Long term digging up of main road | |
| Works in area, gas/road/water | |
| Seemingly endless traffic restrictions-works which are deterring clients | |
| Footfall used to be good, but lots stopped coming with the prolonged roadworks and never came back. | |
| Traffic Management | |
| Potential one way system | |
| Poor state of paved areas and street furniture | |

What two suggestions would you make to improve the town's economic performance?

| Retail Mix | |
|--|--|
| More shop variety (no more charity shops and cafés) | Better shops in town |
| Less / stop / reduce number of Charity Shops x 4 | Improve / increase / wider mix of retail shops x 8 |
| Less charity shops and cafés / coffee shops x 2 | Increase quantity of retail shops |
| Better selection of shops with far fewer charity shops | Increased mix of desirable shops |
| Stop any more Charity Shops/Cafés/Hairdressers opening | Improve / encourage mix of Independent retail shops and attract (national) chains x 2 |
| Reduce quantity of Charity Shops & Estate Agents | Encourage more big name chain stores |
| More footfall. Fill vacant shops. | Encourage more quality national chains to open |
| Have the market all down the High St. when it's the Farmers Market | Better retail mix including attracting nationwide chain to stimulate more independents |
| More affordable shopping | Improved Retail Offering |
| No empty shops | Reduce quantity of same type of shops |
| More shops (fill empty ones) | Stop Superstores |
| More Market Shops and Pubs | Get rid of big multi nationals and supermarkets |
| Allow street traders May to September | |
| Public Transport | |
| Add more bus services | |
| Better public transport | |

| Traffic Management | |
|---|--|
| Improve traffic flow | Keep two way traffic |
| Improve traffic management | Keep two-way traffic through the High St. |
| Sorting roads and public transport | Keep High St. open to traffic |
| Traffic management | Banning HGVs from town except for deliveries |
| Make town one-way/pedestrianised | "I strongly disagree with making Mill St one-way, it would kill the businesses. I feel something needs to be done to improve the High Street and would agree with an East to West one-way system." |
| One-way system | |
| Better Strategic Planning, so roads not dug up for months on end | |
| Town Centre Improvements | |
| Refurbish High St | Resurface the roads and restyle the market square |
| Improve town centre | Suggest a Council run shop-local initiative drive |
| Pedestrianised area within town | Tidy up streets from crossing to Wilko's |
| Improve signage | Improvement of appearance from crossing to Willco |
| Instead of talking about it, being negative and not spending the allocated money, Get on with it! | Increase footfall Refurbish High St |
| Tourism and Promotion | |
| Better / improve tourist promotion x 2 | Play to the town's strengths i.e. historic |
| Better notification / promotion of events x 2 | Incentives to bring trade back, events/things to do |
| Town Marketing (tourism) | Encourage more businesses in town to open on Sundays |
| Improved tourist promotion nationally | Castle & museum to be open every day in the summer |
| Better promotion of what Oakham has to offer (i.e. Melton Leaflet) | More events in Oakham to bring in the locals and attract tourists |
| Advertising for Oakham to bring more people into the town | The more events that bring people into Oakham the better |
| Events, activities to attract more youth | People |
| Parking | |
| Increased quantity of car parking x 13 | Parking for Business owners and staff |
| Better / improved parking x 3 | Employee parking free or reduced cost |
| Better on street parking | Would like to have employee car parking |
| Cheaper car parking / reduce parking costs x 5 | Increase off-street parking |
| More and cheaper parking x 4 | Better parking for customers |
| Cheaper parking. 1 hr free!! | Improved parking including longer free time |
| Cheaper off-street car parking and free on-street parking for longer | Increased quantity of parking for workers in town at an affordable rate |
| More free parking with no charge to access on the High Street | Affordable parking Rethink cost of parking, we want people to linger |
| Free parking x 7 | Lower parking charges or free to encourage footfall |
| More parking free x 3 | Free parking area on Market Days |
| Improved car parking – reduced price or FOC for short durations | Introduction of 2hr parking on the street - as in Uppingham |
| Free parking for (at least) 2 hours x 2 | Saturday parking at nominal charge for all day (removes pressure from shoppers allowing them to relax and stay) |
| Parking x 3 | |
| Availability of parking | |
| Support for Local Business | |
| Lower / cheaper Rents and Rates x 3 | Help for smaller businesses |
| Business Rates rises and cost | More office space needed in/near town centre |
| Lower / cheaper / concessionary business rates x 4 | Build affordable office space |
| Lower business rates on High St (to reduce business closures) | Encourage more independent shops (low rates to incentive) |
| Rents & Rates to be more attractive to retailers | More employment on outskirts of town |
| Make High Street premises affordable to Independents | More low rent shops/units for new businesses |
| Reduce rates for High St | Incentivise SM's & business owner |
| Affordable rent to allow more independents | |

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OAKHAM TOWN TASK AND FINISH GROUP; TERMS OF REFERENCE

1. Objectives

The Task and Finish Groups will be responsible for guiding the delivery of two objectives relating to the development of an appropriate process and product.

Process: To shape the development of an evidence-based process and structure that is able to address identified town centre issues and uses effective communication to achieve the demonstrable backing and involvement of key stakeholder groups.

Product: To develop an agreed vision and guide the creation of recommendations backed by an action plan with defined objectives, proposals, roles, budgets, milestones and performance measures that will improve Oakham town centre for the benefit of residents, businesses, the wider town, villages and visitors. These recommendations will be presented to RCC Cabinet and/or Council along with an outline action plan for delivery/implementation.

2. Background

RCC Full Council resolved to set up a Task and Finish Group to consider the future regeneration of Oakham Town at its meeting on 15 January 2018. A link to this meeting can be found below:

<http://rutlandcounty.moderngov.co.uk/ieListDocuments.aspx?CId=145&MId=1652>

RCC Members expressed that the Task and Finish Group should include coopted members from stakeholder organisations, along with elected members from Rutland County Council. The Growth, Infrastructure and Resources (GIR) Scrutiny Panel will approve the membership of the Group.

The group was to be established to look at the options for improving Oakham Town in order to formulate a set of recommendations for consideration by RCC Cabinet/Council.

3. Scope

The scope of the work that the Group will oversee covers:

- Geographical scope: Definition of the town centre as the area of direct focus for the action plan whilst bringing benefits to the wider town and surrounding villages.
- Focus: The recommendations and supporting action plan will cover a broad scope of town centre issues including: place-shaping & access; planning & property; traffic and transport; community & culture; marketing and retail enhancement.
- Evidence: Desk-top review of existing data and identification and research of supplementary evidence as required to develop clear statements of need.

- Communication and engagement: A wider communication and engagement strategy needs to be developed and delivered with support from RCC and partners.
- Coordination: The action planning process needs to acknowledge and help coordinate the town-focused actions of different groups including related ongoing initiatives such as the Neighbourhood Plan.
- Finances and resources: A clear understanding needs to be presented of existing available finances and resources as well as potential sources of additional funds.
- Monitoring: Performance measures and key indicators of success need to be agreed

4. Roles and Responsibilities

Members of the Task and Finish Group will be responsible for achieving the Group's defined objectives through representation of key stakeholder groups and overseeing a wider communication and engagement strategy. Councillor members will support this through sharing the Group's communications with ward residents in a systematic way. External members are selected on the basis of their ability to achieve this through representation of constituted bodies, with public meetings, membership and effective communication channels to key stakeholder groups.

4.1 The membership of the Task and Finish Group will be

- Mr Nick Woodley (Oakham Town Council Representative)
- Mrs Juliana White (Oakham Town Partnership Representative)
- Mr Paul Dowse (Oakham Neighbourhood Plan Steering Group Representative)
- Mr T Norton (Business Representative/Representative of OK2Way)
- Mr Ben Callaghan (Ward Member – Oakham South East)
- Mr Richard Clifton (Ward Member – Oakham South West)
- Mr Jeffrey Dale (Ward Member – Oakham North East)
- Mrs June Fox (Ward Member – Exton)
- Mr Richard Gale (Ward Member – Oakham North West)
- Mr Alastair Mann (Ward Member – Oakham North West)
- Mrs J Clough (Oakham Residents Group)

4.2 Members may send substitutes only from within the group/organisation that they represent. This will be communicated to the Governance Team at the earliest opportunity.

4.3 The Chair of the Task and Finish Group will be Mr Chris Wade.

4.4 The Task and Finish Group will be assisted in its work by administrative support from RCC's Governance team and technical/project management support by other RCC departments along with staff and trained volunteers from stakeholder groups and external organisations as agreed by the group. Discussions will result in clear action points and deadlines allocated to identified members of the Group and supporting staff.

5. Key Milestones/Timetable

| | |
|--|--|
| Additional GIR Scrutiny Panel Meeting 22 March 2018 | <u>Growth, Infrastructure and Resources (GIR) Scrutiny Panel agree Terms of Reference</u> |
| April 2018 – September 2018 (6 meetings – dates and times to be agreed at scoping meeting) | <u>Monthly meetings of the Task and Finish Group</u> to be scheduled Standing item on GIR Scrutiny Panel and other panels (as appropriate) |
| October 2018 | <u>Task and Finish Group Meet to agree final report</u> |
| Further details to be added following scoping meeting regarding information and evidence gathering, objectives and Purpose/desired outcome | |
| November 2018 | <u>Final Report to Scrutiny Panel(s)</u> |
| November/December 2018 | <u>Final Report to Cabinet/Council</u> |

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