

# **Thetford Bus Station Relocation Final Report**

**May 2007**



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## **Executive Summary**

During 2006 Norfolk County Council and Breckland Council worked in partnership with Mott MacDonald to develop a new transportation strategy for Thetford. As part of this project further investigative work was undertaken to determine a suitable alternative location within the town for bus interchange facilities. This report presents the results of that work.

Previous studies have identified the shortcomings of Thetford's existing bus station at Bridge Street, and the need for improved passenger transport interchange facilities in the town.

The recent town centre study 'Moving Thetford Forward' identified the existing bus station site for possible redevelopment. The timescale for redevelopment is unclear, but the current assumption is that the redeveloped site will not cater for bus movements, and so the Bridge Street site cannot continue to be used as a bus interchange in the long term. If the existing site is to be redeveloped it will be necessary to provide alternative bus interchange facilities.

A workshop involving key stakeholders was held in March 2006 at which a consensus emerged in favour of relocating the existing bus station and looking at the potential for either an on-street or off-street solution in the area around St Nicholas Street and Minstergate. This area was favoured due to its proximity to the town centre, opportunities presented by land that may be available, good access to routes already used by buses and likely regeneration possibilities in the area that would make it a pleasant and convenient place for passengers.

Following the workshop information was gathered regarding baseline and future stand capacity requirements, land ownership and potential bus turning areas to identify potentially suitable sites and layouts for bus interchange facilities in the St Nicholas Street / Minstergate area.

There are a number of potentially feasible options for the development of bus interchange facilities in the St Nicholas Street / Minstergate area, including off-street and on-street solutions or a combination of a small off-street bus station with nearby on-street bus stops. Outline designs were developed for three basic options to illustrate the range of solutions available.

### **Option 1**

A direct replacement for the existing bus station in the form of a conventional bus station of sufficient size to accommodate all local bus and express coach services on an off-street site with bus access from Minstergate and egress to St Nicholas Street

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Option 1 would be the best integrated solution, enabling all of the essential requirements for a new bus interchange facility identified at the Bus Station Workshop to be delivered on a single site. This site can accommodate five departure stands in accordance with Recommendation 1 below.

## **Option 2**

A partly off-street and partly on-street interchange facility based on a small bus station for express coach and some longer distance local bus services with access from and egress to St Nicholas Street, plus a bus turning circle at the junction of St Nicholas Street and Minstergate or at the entrance to Somerfield, enabling town services to use bus stops on St Nicholas Street

Option 2 is less well integrated and significantly less flexible than Option 1 in terms of accommodating larger buses. An interchange combining a small off-street bus station with nearby on-street bus stops would be less easy for passengers to understand and would require special attention to be given to the design of signage.

## **Option 3**

On-street interchange facilities based on a bus turning circle at the junction of St Nicholas Street and Minstergate or at the entrance to Somerfield, enabling town services to use bus stops on St Nicholas Street, with longer distance services stopping in bus stop lay-bys on London Road

Option 3 would not be adequate to meet stakeholders' requirements for a bus interchange facility or passengers' needs and should be considered further only in the event that it is not possible to pursue Options 1 or 2.

### **Recommendation 1**

A new bus station for Thetford should be designed to provide a minimum of five departure stands to provide sufficient capacity to meet current and projected future demand.

### **Recommendation 2**

The best alternative locations for bus interchange facilities in Thetford town centre to the current Bus Station site at Bridge Street are situated within the area around St Nicholas Street and Minstergate.

This area has the key advantages of proximity to the town centre, the potential availability of currently undeveloped land and good access to routes already used by buses via an existing signal controlled junction. There are other regeneration possibilities in the area that would make it a pleasant and convenient place for passengers.

### **Recommendation 3**

The potential availability of the sites between St Nicholas Street and Minstergate required to deliver Options 1 and 2 should be investigated as a matter of urgency with assistance from property professionals.

### **Recommendation 4**

The options presented in this report should be the subject of consultation with all stakeholders represented at the Bus Station Workshop to assist in identifying a preferred solution.

There is a window of opportunity to develop the concept of a 'one stop shop' for public information in Thetford, providing public transport information, council information, tourist information and booking services, prior to a decision being made on the relocation of the existing Tourist Information Centre and plans for a Council Information Centre being finalised.

### **Recommendation 5**

A meeting of all the key organisations that would potentially be involved in the delivery of a multi-purpose public information centre should be organised to ensure that everyone is fully aware of the ideas that have been put forward and to discuss the issues that would need to be addressed in order to create a combined facility.

## **The Wider Context**

Since the original draft of this report was prepared there have been a number of developments that will impact on the future need for passenger transport interchange facilities in Thetford, and how this need is met.

It is understood that the possibility of using European funding to relocate the bus station no longer exists. If the existing site is to be redeveloped, it is therefore assumed that responsibility for the provision of an alternative facility will rest in the first instance with the developer.

Breckland Council are currently working to develop the new Local Development Framework (LDF), which will replace the adopted Local Plan and provide plans for the period to 2021. The suite of documents to be produced under the LDF will include an Area Action Plan for Thetford, reflecting the town's Growth Point status.

The bus station issue and the options outlined in this report will be considered as part of the ongoing work on the LDF and a new masterplan for Thetford to deliver the housing, service and employment growth to meet the Growth Point agenda in a sustainable way. Norfolk County Council will seek to ensure that this work identifies the necessary transport infrastructure required to support such sustainable growth.



# 1 Introduction

Norfolk County Council and Breckland Council are working in partnership with Mott MacDonald to develop a new transportation strategy for Thetford.

Previous studies have identified the shortcomings of Thetford's existing bus station at Bridge Street, and the need for improved passenger transport interchange facilities in the town. At an early stage in the development of the new transportation strategy, it became clear that there was a need for further work to be undertaken on the location of a bus station or alternative bus interchange facilities.

The recent town centre study 'Moving Thetford Forward' <sup>1</sup> has identified the existing bus station site for possible redevelopment. The timescale for redevelopment is unclear, and a design brief for the site has yet to be drawn up, but the current assumption is that the redeveloped site will not cater for bus movements, and so the Bridge Street site cannot continue to be used as a bus interchange in the long term.

In 2004 Breckland Council commissioned White Young Green (WYG) to assess the feasibility of relocating Thetford Bus Station to a proposed site close to the A134 Bury Road. This study <sup>2</sup> concluded that there were several problems with the Bury Road site, including the fact that it could not accommodate an acceptable layout without the purchase of additional land. WYG therefore recommended that opportunities for alternative sites for a bus station within the town should be investigated and their suitability assessed.

A workshop involving key stakeholders was held in March 2006 to debate the way forward for the provision of bus interchange facilities in Thetford. Information was gathered about the current activities at the bus station and the requirements for any potential alternative site were discussed. During the workshop a consensus emerged in favour of examining the potential for the provision of bus facilities on sites in the St Nicholas Street / Minstergate area.

Following the workshop a brief (Appendix A) was prepared for further investigative work to determine a suitable alternative location within the town for bus interchange facilities.

The objectives of this report are:

- To determine a possible site or sites for an enhanced bus interchange in Thetford to meet the needs of bus and coach passengers and operators and to comply with the requirements of the Disability Discrimination Act (DDA)
- To develop outline proposals for these sites incorporating the key elements determined during the workshop sessions held with stakeholders

<sup>1</sup> Moving Thetford Forward: Vision and Development Strategy, Final Report, Urban Practitioners, September 2005

<sup>2</sup> Thetford Bus Interchange Relocation Project: Stage 1 Report, White Young Green, March 2005

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The report is structured as follows:

Chapter 2 summarises the themes, issues and options discussed at the bus station workshop, and identifies the key outcomes of the workshop that have focused our work.

Chapter 3 discusses the essential and desirable requirements outlined by stakeholders during the workshop for an enhanced bus interchange facility, and the possible options to meet these requirements. This chapter also presents the results of further analysis of the current level of usage of the existing bus station, and considers the size of facility required to accommodate both existing demand and future growth.

Chapter 4 reviews the land ownership and existing planning consents within the area between St Nicholas Street and Minstergate selected for further study.

Chapter 5 discusses the options available for an enhanced bus interchange facility in the selected area, taking into account the requirements for improvement, land ownership issues and other physical constraints.

Chapter 6 discusses the possibility of creating a multi-purpose information centre at or close to the bus interchange and looks at examples of good practice in towns elsewhere in East Anglia where similar facilities are provided by local authorities or through partnership arrangements.

Chapter 7 summarises the issues discussed throughout the report and makes recommendations for action to develop enhanced bus interchange facilities in Thetford.

## **2 Bus Station Workshop**

There is a need to consider relocation of Thetford Bus Station due to emerging proposals for redevelopment of the existing Bridge Street site, and to address the shortcomings of the current bus station in terms of both operational design and passenger interchange facilities. A workshop was therefore held on 10 March 2006 to assess the feasibility of relocating Thetford Bus Station.

The workshop was facilitated by Mott MacDonald and involved all key stakeholders including representatives from Norfolk County Council, Breckland Council, Thetford Town Council, Keystone Development Trust and bus operators Coach Services, FirstGroup and National Express. These representatives covered bus operation, parking, planning, regeneration, public transport infrastructure development and town centre management and regeneration interests.

The workshop aimed to complement previous studies including the work undertaken by White Young Green on the possible relocation of the bus station to a site at Bury Road. Information was gathered on the state of the current bus station and requirements for potential alternative sites. The format of the workshop split delegates into two groups allowing planners, engineers and bus operators to share views and ideas.

### **2.1 Key Themes**

Two key themes for the workshop were defined to enable a structured debate:

#### **Theme One - Bus station / interchange requirements**

This theme sought opinions on what kind of bus interchange provision is needed for Thetford, considering the needs of both passengers and operators.

#### **Theme Two - Relocation issues for a range of scenarios**

This theme sought to engage responses on what should happen when the bus station is redeveloped. Issues explored included:

- Alternative locations for both a traditional off-street bus station and an on-street interchange facility
- The associated infrastructure that would be required in each case
- The need for any changes to bus routes
- The implications of splitting facilities for express coaches from those for town and local rural services
- The planning considerations for alternatives
- The funding issues and timescales involved



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## 2.2 Results from Breakout Groups

The discussions on Theme One revealed that delegates felt the capacity of the existing bus station is adequate to cater for the current level of bus movements during off-peak hours, but there are already some problems at peak periods. Any significant future growth in demand would cause even off-peak hours to become problematic, and so there is a need to rethink bus facilities in Thetford to accommodate the projected growth of the town.

The difficult access to the current site will pose problems for coach operators wishing to introduce larger vehicles designed to carry wheelchair users in accordance with Disability Discrimination Act (DDA) requirements without loss of seating capacity.

The view was expressed that the bus station could remain in its current location only if the present site could be enlarged by incorporating the Anchor Hotel site.

The current site lacks essential requirements for a modern bus interchange facility including disabled access, some form of information hub and adequate 'meet and greet' provision.

Theme Two investigated an array of alternative sites for the relocation of the bus station. Areas suggested included:

- The site of the damaged Maltings building on St Nicholas Street. This is close to the town centre and St Nicholas Street has good access from London Road / Norwich Road via a signal controlled junction.
- Somerfield car park - previous discussions with the landowner have been unproductive
- The Market Place - considered too cramped with narrow access roads not suited to use by large buses

The suitability of the Bury Road site investigated by White Young Green was revisited, but both groups were concerned about its size, pedestrian access and traffic issues, with little enthusiasm for this site from either group.

The provision of bus interchange facilities adjacent to the railway station was considered, but the site was considered too cramped and remote from the town centre.

Finally a hub and spoke network was suggested, but was seen as a poor alternative to a centrally located interchange facility. There would be passenger resistance if this involved changing buses to reach the town centre.

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## **2.3 Conclusions**

The consensus from both groups was in favour of relocating the existing bus station and looking at the potential for either an on-street or off-street solution in the area around St Nicholas Street and Minstergate. This area was favoured due to its proximity to the town centre, opportunities presented by land that may be available, good access to routes already used by buses and likely regeneration possibilities in the area that would make it a pleasant and convenient place for passengers.

## **3 Requirements for a New Bus Interchange**

### **3.1 Facilities**

The Bus Station Workshop sessions identified the following essential requirements to be provided as part of any new bus interchange within the town:

- Disability Discrimination Act (DDA) compliant boarding and alighting points
- Covered pedestrian waiting facilities with seating
- Provision of passenger transport information
- Convenient pedestrian access to the main shopping area within the town centre
- Meet and greet facilities
- Taxi facilities
- Cycle parking facilities
- Good quality access and egress to key routes throughout the town

In conceptual terms, the requirements outlined above could be provided in three ways:

- Wholly off-street (a conventional bus station)
- Partly off-street and partly on-street (a small bus station to accommodate longer distance services, with local services using nearby on-street stops)
- An on-street interchange facility

The wholly off-street option would require a site of sufficient size to accommodate all local bus and express coach services. The second option would enable smaller sites to be considered as the off-street facility would only have to accommodate express coach and some longer distance local bus services.

### **3.2 Capacity**

#### **3.2.1 Usage of the Existing Bus Station**

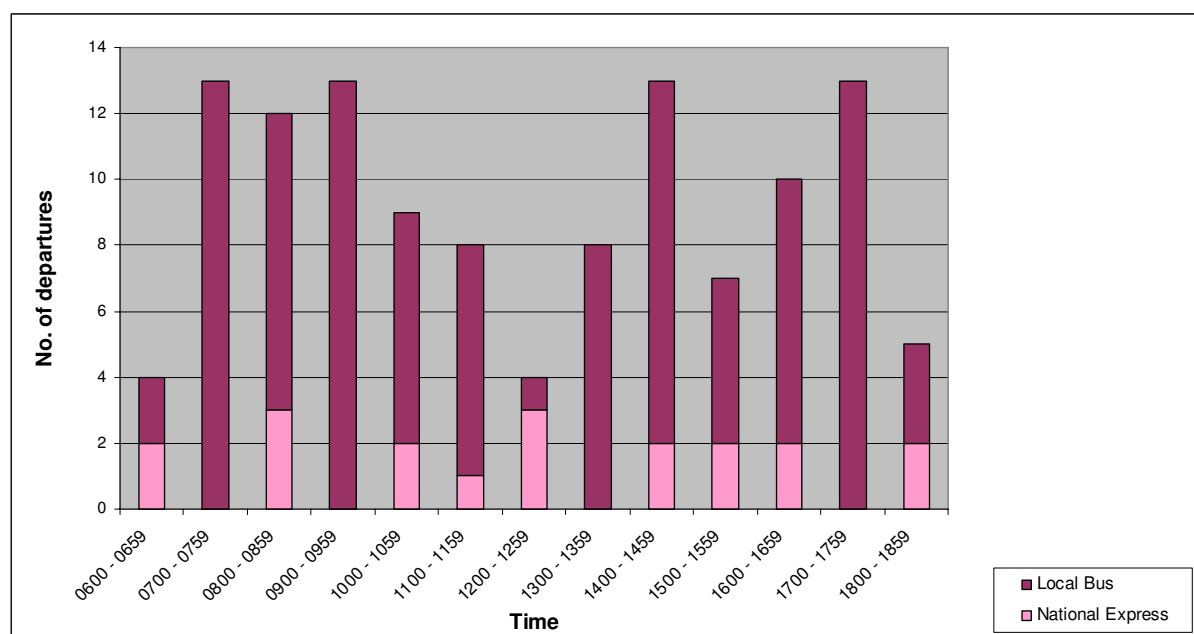
We have gathered full details of all local bus service and National Express arrival and departures from Thetford Bus Station and the current stand allocations. The most accurate information available about scheduled bus and express coach service departures from the existing bus station is that compiled by Norfolk County Council for display on-site, showing the number and timing of departures from each bay within the bus station for all services using the facility.

This information has been supplied to us by Norfolk County Council's Passenger Transport Unit and is correct at April 2006. It is included in full at Appendix B.

This information was used to prepare Figure 3.1, showing the total number of departures for each hourly time band throughout the day on Mondays to Fridays during school and college term time. Local bus services and National Express coach services are identified separately. There are between ten and thirteen departures an hour during the morning and afternoon peak periods, and at least four departures in every hour between 0600 and 1900.

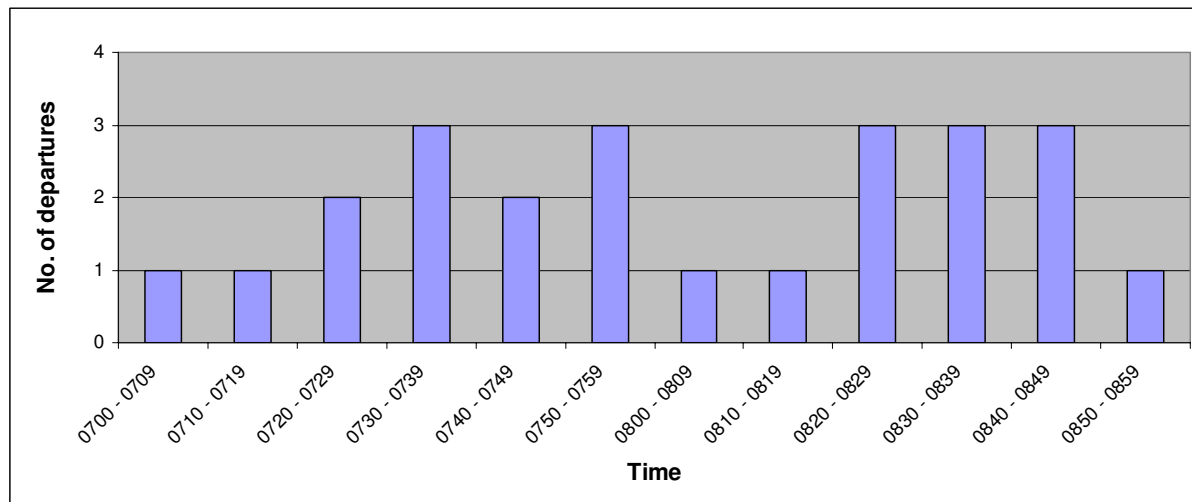
The pattern of departures on Saturdays is broadly similar to that on Mondays to Fridays, but with fewer departures during peak periods. The only services using the bus station on Sundays are those operated by National Express.

**Figure 3.1: Thetford Bus Station Departures by Hourly Time Band (Monday to Friday during School and College Term)**

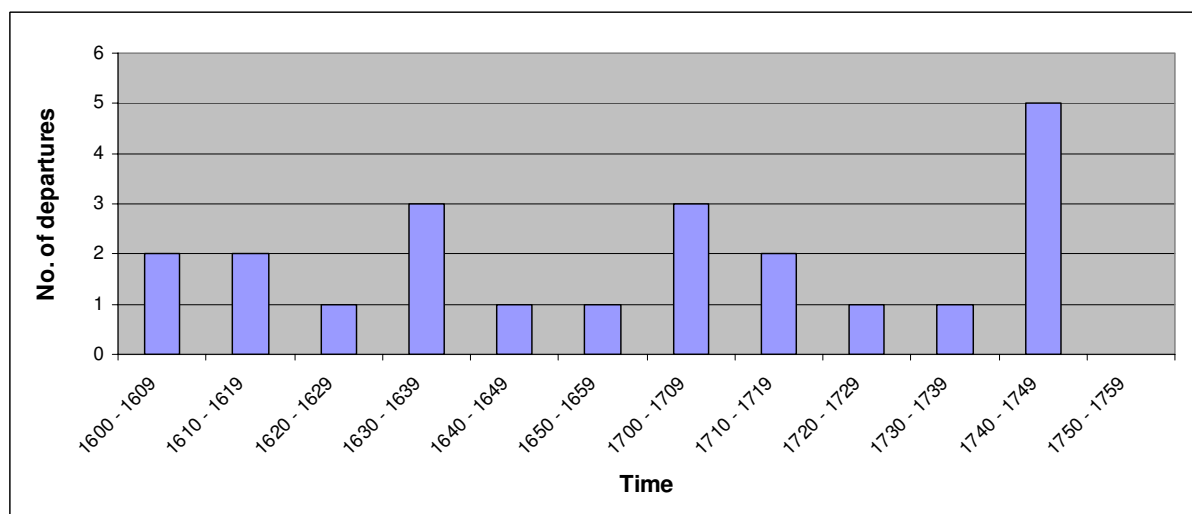


Further analysis has been carried out for the morning and afternoon peak periods to show the number of departures in ten minute time bands. The results are presented in Figures 3.2 and 3.3. The current maximum number of departures within any ten minute period during the morning peak period is three. This is also the case throughout most of the afternoon peak period, with the exception of the period 1740 to 1749, during which there are five departures.

**Figure 3.2: Thetford Bus Station Departures during the Morning Peak  
(Monday to Friday during School and College Term)**



**Figure 3.3: Thetford Bus Station Departures during the Afternoon Peak  
(Monday to Friday during School and College Term)**



### 3.2.2 Potential Increases in Service Frequency

The question of future increases in the frequency of the services currently using Thetford Bus Station was raised with the operators' representatives during the Bus Station Workshop.

The representative from National Express stated that they had no plans to dramatically increase service frequency on any of their routes serving Thetford, although it is possible they will increase the frequency of their airport services from two hourly to every 90 minutes at some point in the near future.

The representative from First stated that they would like to increase the frequency of the Thetford to Bury St Edmunds service from two hourly to hourly if justified by future growth in Thetford, although there are no plans in place to do so in the immediate future as the service has only recently been reduced from hourly to the present level. First have identified the newly introduced X4 service targeting the Thetford to Cambridge commuter market as a growth opportunity and if this service is successful there is potential for a future increase in the service frequency.

As a general rule, increases in the frequency of existing services will have a lesser impact on the capacity of interchange facilities than the introduction of completely new services, as by definition the additional departures will fall within the gaps between the existing departures on the service concerned, although it is possible that the timings will coincide with existing departures on other services.

In the event of significant urban expansion within Thetford it is likely that there will be a need to introduce additional town service routes to serve newly built residential areas. The design of the current town service network is such that it would be difficult to extend the existing routes to serve new major development without creating circuitous routes offering unattractive journey times for travel to the town centre relative to alternative modes.

### **3.2.3 Potential use by Community and Voluntary Transport Operators**

We have consulted community transport (CT) operators to identify where CT services currently stop in the town centre and consider if these should be accommodated in a new bus interchange facility.

Age Concern Thetford and District operates door to door rural transport services from the villages around Thetford to Tesco on Tuesdays and Thursdays. There is also a Thursday service to Tesco or into the town centre for those living in Thetford.

West Norfolk Community Transport Project runs a Thursday dial a bus shopping service into Thetford Tesco from villages including Methwold, Stoke Ferry and Mundford.

There appears to be little scope for the community and voluntary transport services to use a new bus interchange because the main destination of their services is Tesco rather than the town centre.

### **3.2.4 The Need for Bus Layover Facilities**

We have reviewed the need for bus layover facilities at a new bus station.

National Express and First confirmed during the Bus Station Workshop that they have no services that terminate in Thetford and therefore do not require layover parking at the bus station.

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The town circular services, operated by Coach Services, operate in a continuous cycle at a half hourly frequency, with a maximum interval of five minutes between each arrival and the next departure. These services therefore also do not require layover parking at the bus station.

The White Young Green report refers to previous surveys that have shown bus layovers for periods exceeding one hour, but this is not evident from the survey data for the periods 0700 to 0930 and 1500 to 1800 on Wednesday 2 February 2005 included as Appendix E to their report.

Of the 57 bus movements identified in the survey data, there were only 10 cases of buses remaining in the bus station for more than 10 minutes, of which there were two buses laying over for more than 15 minutes, one for 17 minutes and one for 42 minutes from 1624 to 1706.

From the information available it is conceivable that recent service changes have reduced the incidence of long bus layovers, but we can conclude that the need for bus layover facilities is primarily between 0930 and 1500 when the stand capacity of a bus station designed to accommodate service levels during the peak will be less than fully utilised.

### **3.2.5 Stand Capacity Required at a New Bus Station**

We have reviewed the number of departure stands required at a new bus station to meet current and projected future demand using the information in the previous report by White Young Green, that gathered at the Bus Station Workshop and our own analysis of departures presented above.

We would recommend that any plans for a new bus station should be designed to provide a minimum of five departure stands. This represents an increase in stand capacity of 25% over the current site, and should provide sufficient capacity to accommodate both increases in the frequency of existing services and future new services introduced in the event of significant urban expansion within Thetford to serve newly built residential areas.

Provision of five stands would also allow for one stand to be dedicated for layover parking during off-peak periods.

### **3.2.6 Dynamic Stand Allocation**

Dynamic stand allocation is a method of maximising the capacity of a bus interchange where physical space is at a premium by allocating bus departures to stands based on real time predictions of the arrival time of each bus on site, rather than scheduled arrival and departure times. The method takes advantage of the stand capacity freed up when services do not run exactly as scheduled.

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Automatic Vehicle Location (AVL) and Real Time Passenger Information are integral to such a system. Many buses operating in Norfolk are already fitted with AVL equipment as part Norfolk County Council's BusNet system. Electronic passenger information systems are currently or about to be deployed at several interchange locations within the county. The basic components required to develop a dynamic stand allocation system therefore already exist in Norfolk.

AVL data is used to dynamically allocate each bus to a stand and passengers waiting in a holding area are then informed which stand their bus will be departing from, by way of an audio announcement and visual displays.

At present there are no bus interchanges in the UK using dynamic stand allocation, but this technology has been deployed successfully in The Netherlands and New Zealand.

Dynamic stand allocation would potentially enable a new bus station for Thetford to operate with fewer than five stands. Alternatively it could be considered as an option for later implementation to 'future proof' a new bus station by releasing the latent capacity that cannot be used with a fixed allocation of services to departure stands based on scheduled arrival and departure times.



## **4 Review of Land Ownership**

We have focused our work on land in the St Nicholas Street / Minstergate area as a result of the conclusion from the Bus Station Workshop that this area had potential as an alternative location for a bus station due to its proximity to both the town centre and existing bus routes through the town.

### **4.1 Land between St Nicholas Street and Minstergate**

We have reviewed the Land Registry search information supplied to us by Breckland Council for all land between London Road, St Nicholas Street and Minstergate. We have also obtained details of existing planning consents on these sites and checked the Breckland Council website for details of any planning applications made since 1 January 2006 but yet to be determined.

Table 4.1 and Drawing Number 215773/EA13/005 show the ownership of the key sites between St Nicholas Street and Minstergate.

Assembling the two plots of land owned by John William Connaughton and Nolan Dark Guthrie (the sites marked A and B on the drawing), would create a potential site of sufficient size to accommodate a wholly off-street bus station designed around the one-way movement of buses with access from Minstergate and egress to St Nicholas Street. It would not be necessary to remodel or demolish the Grade 2 listed Maltings building on the St Nicholas Street frontage of the combined site to accommodate a bus station.

The feasibility of acquiring this land for development as a bus station is questionable given that both sites have planning consent for redevelopment. However, given that consent for residential development on the land owned by Mr Connaughton was granted as recently as 15 May 2006, there may still be a window of opportunity to pursue this prior to any development commencing. We have therefore considered this option further as Option 1 in Chapter 5.

The old Maltings site alone is too small to accommodate a new bus station with sufficient capacity to provide a direct replacement for the existing bus station at Bridge Street. By demolishing the Maltings building it might be possible to provide a facility capable of accommodating buses operating rural services into Thetford and National Express coach services, with the Thetford town service buses stopping on-street in St Nicholas Street. We have considered this option for completeness, while recognising that a proposal that involves demolishing a listed building is unlikely to be acceptable.

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Acquisition of the old Maltings site plus a small part of the site owned by Mr Connaughton would create a site of sufficient size to accommodate two or three stands, while retaining the Maltings building. This could form the basis of a partly off-street and partly on-street solution with longer distance services using the facility on the Maltings site and town services using on-street bus stops. We have considered this option further as Option 2 in Chapter 5.

#### **4.1.1 Conservation Area Issues**

The St Nicholas Street / Minstergate area is within the Thetford town centre Conservation Area. In accordance with the brief we discussed the principles of a bus station development in this area and the potential constraints on such a development with Breckland Council's Historic Buildings Officer, Andrew Gayton at a site meeting on 24 May 2006.

Mr Gayton highlighted the complex land ownership and access issues in this area, but welcomed the possibility of using the land adjoining the old Maltings building and the land parallel with London Road to provide a new bus station as a potentially good use of the site, subject to the retention of the Maltings building. The use of part of this building as a travel information office, together with other appropriate commercial use of the remainder of the building would also be welcomed.

At the potential access point to the site from Minstergate, there are two sections of brick and flint wall that have recently been rebuilt using charitable money. In Mr Gayton's view it would not be appropriate to remove these walls in order to provide good access for buses to the site. However, a proposal for reuse of the materials in the existing walls for the construction of a new bus station might help to address this issue.

Mr Gayton expressed concern regarding the possibility of creating a mini roundabout at the junction of St Nicholas Street and Minstergate to act as a bus turning circle for buses using on-street bus stops in St Nicholas Street. Concerns were also raised regarding any alterations needed to the paved pedestrian area at the junction of these streets, in part because the improvements to this area were only completed two years ago and also because English Heritage had made a funding contribution towards these improvements.

**Table 4.1: Ownership of Land between St Nicholas Street and Minstergate**

<b>Title Number</b>	<b>Description of Site</b>	<b>Area (m<sup>2</sup>)</b>	<b>Current Land Use</b>	<b>Owner</b>	<b>Planning Consent for Development?</b>	<b>Planning Application Pending?</b>
NK 137838	Land and buildings on the south west side of St Nicholas Street	To be added	Unused – former car sales site	John William Connaughton	Yes. Consent for residential development (5 no. one bedroom flats and 10 no. two bedroom flats).	n/a
NK 171664	Land and buildings on the north side of Minstergate		Unused?	Cravenwood Limited and Kevin Richard Taylor and Catherine Ruth Taylor	Yes. Consent for conversion to A1 retail use.	n/a
NK 122093	Land lying to the North of Minstergate.		Unused?	Cravenwood Limited and Kevin Richard Taylor and Catherine Ruth Taylor	Yes. Consent for conversion to A1 retail use.	n/a
NK 117343	Land and buildings on the west side of St Nicholas Street		Unused derelict building	Nolan Dark Guthrie	Yes. Consent for conversion of the building into a hotel.	n/a
NK 127250	Units 2 and 3, The Burrells, Minstergate		Fabric Mill Shop and car parking	Susan Christine Potts	No	No
NK 122517	Unit 1, The Burrells, Minstergate		Retail – Iceland Foods Plc	Goldring Properties Limited	No	No

## **4.2 The Somerfield Site**

The car park of the Somerfield food store located off Minstergate was amongst the alternative sites for a bus station suggested at the Bus Station Workshop, although it was reported that previous discussions with the landowner had been unproductive.

As this site is accessed from Minstergate and its location (Figure 4.1) relative to the town centre is similar to that of the site suggested in section 4.1 above, this would in principle be a viable alternative site for a bus station.

A new bus station on this site with sufficient capacity to provide a direct replacement for the existing bus station at Bridge Street would take a significant proportion of the car park area. Although we believe that the capacity of the car park is not currently fully utilised by Somerfield customers, the development of wholly off-street bus facilities on this site would almost certainly impinge on car parking capacity to an extent that would be unacceptable to any landowner concerned about the value of the remaining site for retail use.

The Somerfield site might more realistically be considered as a potential alternative to the Maltings site under a partly off-street and partly on-street solution with longer distance services using a small facility on the Somerfield site and town services using on-street bus stops.

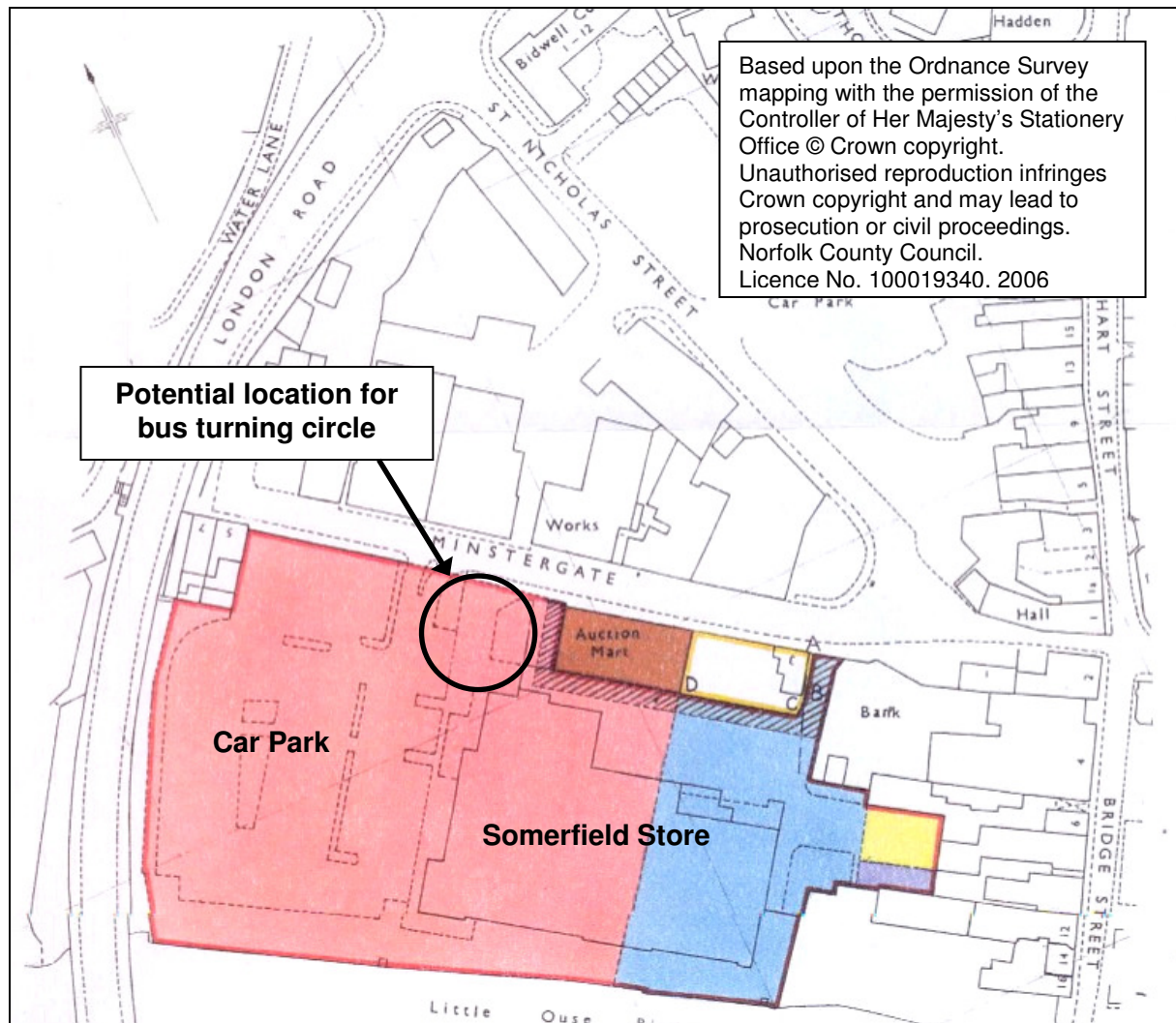
It would also be feasible to construct a bus turning circle for buses using on-street bus stops in St Nicholas Street on the Somerfield site as an alternative to a mini roundabout at the junction of St Nicholas Street and Minstergate. By using part of the paved area on the south east side of the existing car park access and relocating the car park access further to the north west this could be achieved with minimal impact on the capacity of the car park. If the turning circle was also designed as a bus stop this could help to bring additional footfall to Somerfield. We would suggest that it would be worth exploring this idea with the landowner in the event of a decision to pursue solutions involving the provision of on-street bus stops.

### **4.2.1 Conservation Area Issues**

The provision of bus interchange facilities on the Somerfield site was also discussed at the meeting with Breckland Council's Historic Buildings Officer on 24 May 2006.

Mr Gayton's view was that this would not cause any specific problems in relation to development within a conservation area. However, he did explain that English Heritage are planning to improve the pedestrian link from the town centre to their Priory site via Minstergate and the pedestrian subway under London Road. The detailed design of any bus facilities on the Somerfield site would need to take account of these plans and be integrated with them.

**Figure 4.1: Location of the Somerfield Site**



## 5 Options for a New Bus Interchange

We have used the information gathered regarding baseline and future stand capacity requirements, land ownership and potential bus turning areas to identify potentially suitable sites and layouts for bus interchange facilities in the St Nicholas Street / Minstergate area, and have developed outline designs for three basic options to illustrate the range of solutions available. These are not necessarily the only options available, but further options would essentially be variations of those presented.

The three options presented are as follows:

- **Option 1** - A direct replacement for the existing bus station in the form of a conventional bus station of sufficient size to accommodate all local bus and express coach services on an off-street site with bus access from Minstergate and egress to St Nicholas Street
- **Option 2** - A partly off-street and partly on-street interchange facility based on a small bus station for express coach and some longer distance local bus services with access from and egress to St Nicholas Street, plus a bus turning circle at the junction of St Nicholas Street and Minstergate or at the entrance to Somerfield, enabling town services to use bus stops on St Nicholas Street
- **Option 3** - On-street interchange facilities based on a bus turning circle at the junction of St Nicholas Street and Minstergate or at the entrance to Somerfield, enabling town services to use bus stops on St Nicholas Street, with longer distance services stopping in bus stop lay-bys on London Road

### 5.1 Option 1 - Drawing Number 215773/EA13/002

Option 1 has been developed to demonstrate the potential to make use of the two adjacent plots of land owned by Mr Connaughton and Mr Guthrie as discussed in section 4.1 above to create a new bus station with sufficient capacity to provide a direct replacement for the existing bus station at Bridge Street and to accommodate future growth.

The site would be accessed using the existing access from Minstergate to Mr Connaughton's land. Egress from the site would be from Mr Guthrie's land to St Nicholas Street using the existing access over the 'Retained Land' referred to in the title to Mr Guthrie's land over which there is "a right of way at all times and for all purposes in connection with the use of the Property".

The site can accommodate five departure stands in accordance with the recommendation in section 3.2.5 regarding the capacity required at a new bus station to meet current and projected future demand.

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### 5.1.1 Key Features

The key features of this option are:

- Site accessible to buses up to 13.7m in length
- One-way bus flow through the site
- No reversing manoeuvres required
- Five drive on-drive off bays
- Four departure stands around perimeter of site with direct pedestrian access from waiting area
- Fifth stand on an island platform with safe access via a pedestrian crossing
- Space for covered waiting facilities with seating
- Space for cycle parking
- Meet and greet and taxi waiting area provided by construction of a lay-by on London Road with direct pedestrian access to the bus station
- Space to provide an information centre, either in a new building on the north east corner of the site, or possibly using part of the old Maltings building

This option would enable all of the essential requirements for a new bus interchange facility, as agreed at the workshop sessions held in March 2006 and discussed in section 3.1 of this report, to be delivered on a single site.

Disability Discrimination Act compliant boarding / alighting points and covered pedestrian waiting facilities with seating would be provided through the construction of suitable kerbing and shelters with seating and information provision.

The site is conveniently located with good pedestrian links to the town centre and also to the railway station. The site can be easily accessed by buses via the London Road / St Nicholas Street signal controlled junction. Most bus and coach services travelling through the town use London Road and / or Norwich Road and therefore there will be little impact on journey times.

As an alternative to an on-site travel information centre, the site is sufficiently close to the Breckland Council offices located on the eastern side of St Nicholas Street to make it feasible to provide travel information and booking facilities for the bus station from this location.

The track run drawings in Appendix C show that both 12 metre and 13.7 metre vehicles would be able to access the site, travel through the site past parked vehicles waiting on stands and exit the site without the need to make any fundamental changes to the existing accesses to and from the highway or to the highway itself.

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### 5.1.2 Issues and Risks

The key issues and risks for this option are:

- Land issues
  - Acquisition of two separate parcels of land required
  - Both parcels of land have planning consent for development
  - Limited window of opportunity to negotiate for land before consented development commences
  - If landowners willing to sell, price will reflect development value of land
- Listed Building and Conservation Area Issues
  - Acquisition of Mr Guthrie's site would involve taking ownership of the listed old Maltings building. This is in poor condition.
  - No alternative use identified for the whole of the old Maltings building
  - Need to remove the two recently rebuilt sections of wall at the access point to the site from Minstergate in order to provide good access for buses
- Funding issues
  - Total cost of this option expected to be significantly in excess of the funding currently available due to land acquisition costs
  - High cost of rebuilding or converting the old Maltings building

## 5.2 Option 2 - Drawing Number 215773/EA13/006

Option 2 demonstrates the potential to provide on-street bus stops on St Nicholas Street for use by vehicles operating the Thetford town services in order to reduce the amount of land required for an off-street bus station.

This option combines a smaller off-street bus station on Mr Guthrie's land providing two or three departure stands with a bus turning circle at the junction of St Nicholas Street and Minstergate enabling buses of up to circa 9m in length to use two on-street bus bays. The provision of an on-street turning circle is essential to enable buses using the on-street stops to enter St Nicholas Street and return to London Road / Norwich Road. Acquisition of a small strip of Mr Connaughton's land would be required to create a new access into the bus station from St Nicholas Street. Egress from the bus station is as per Option 1.

Acquisition of a further strip of land on the south west side of St Nicholas Street currently forming part of the car park for Units 2 and 3, The Burrells would be required to construct an on-street bus bay at this location.



The paved area on the south east side of the access from Minstergate to the Somerfield car park would potentially provide an alternative location for a bus turning circle, but this would be less satisfactory from a bus operations perspective as it would involve a longer detour for town service buses. It would also require further land to be acquired.

The combination of three off-street departure stands and two on-street bus bays provides a solution in accordance with our recommendation regarding the capacity required for a new bus interchange facility to meet current and projected future demand. However this solution is less flexible than Option 1 as not all bays are capable of accommodating full size buses.

### **5.2.1 Key Features**

The key features of this option are:

- Bus station site accessible to buses up to 13.7m in length
- One-way bus flow through the site
- No reversing manoeuvres required
- Up to three drive on-drive off bays
- Up to two departure stands with direct pedestrian access from waiting area
- Third stand on an island platform with safe access via a pedestrian crossing
- Bus turning circle and two on-street bus bays designed for use by vehicles up to circa 9m in length. These facilities are intended for use by vehicles operating Thetford town services.
- Use of part of the old Maltings building to provide covered waiting facilities with seating, information centre and secure cycle parking
- Meet and greet and taxi waiting area provided by construction of a lay-by on London Road with direct pedestrian access to the bus station

The track run drawings in Appendix C show that both 12 metre and 13.7 metre vehicles would be able to access the bus station site, travel through the site past parked vehicles waiting on stands and exit the site, however only one of the three departure stands can accommodate a 13.7m vehicle.

The detailed design of the bus bays adjacent to the old Maltings building would need to be optimised between providing two separate departure stands in this area and ensuring all stands can accommodate a 12m vehicle.

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### **5.2.2 Issues and Risks**

The key issues and risks for this option are:

- Land issues
  - Requires less land than Option 1, but involves acquisition of three separate parcels of land
  - Both parcels of land required for bus station have planning consent for development
  - Limited window of opportunity to negotiate for land before consented development commences
  - If landowners willing to sell, price will reflect development value of land
- Listed Building and Conservation Area Issues
  - Acquisition of Mr Guthrie's site would involve taking ownership of the listed old Maltings building. This is in poor condition.
  - No alternative use identified for the whole of the old Maltings building
  - Concerns raised regarding impact of bus turning circle on the paved and grassed areas at the junction of St Nicholas Street and Minstergate
- Funding issues
  - Land acquisition costs are lower than for Option 1, but still significant
  - High cost of rebuilding or converting the old Maltings building

### **5.3 Option 3 - Drawing Number 215773/EA13/011**

Option 3 demonstrates the potential to provide on-street bus interchange facilities in the St Nicholas Street / Minstergate / London Road area, involving minimal land acquisition.

This option involves the construction of a bus turning circle at the junction of St Nicholas Street and Minstergate as per Option 2 enabling buses of up to circa 9m in length to use two on-street bus bays. Two further bus lay-bys would be constructed, one on each side of London Road between St Nicholas Street and Minstergate, for use by express coach services and local bus services operated by vehicles that are too large to use the bus bays on St Nicholas Street.

Acquisition of a strip of land on the south west side of St Nicholas Street currently forming part of the car park for Units 2 and 3, The Burrells would be required to construct an on-street bus bay at this location.

As for Option 2, the area at the access from Minstergate to the Somerfield car park would potentially provide an alternative location for a bus turning circle. With some redesign of the car park access there is potential space at this location for a turning circle capable of accommodating full size buses if sufficient land can be acquired.

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Under this option a travel information centre could be provided within the Breckland Council offices located on the eastern side of St Nicholas Street.

Option 3 has the potential to provide the required bus stop capacity, but would be a scattered collection of bus stops rather than a coherent interchange facility. This option does not deliver all of the essential requirements for a new bus interchange facility as outlined section 3.1 of this report.

## **5.4 Cost Estimates**

As the above options have been prepared to illustrate the range of solutions available and there are several possible variations that could be considered, we have not attempted to produce cost estimates at this stage, pending feedback from the stakeholders represented at the Bus Station Workshop on our initial ideas.

Given that all of the options involve land acquisition, land costs will be a significant factor to be considered in the preparation of cost estimates and this is an area where it would advisable to obtain advice from a property professional.

## **6 Potential for a Multi-purpose Information Centre**

Our brief included further investigation into the possibility of creating a staffed information centre within or close to the new bus facility. This was discussed at the Bus Station Workshop and it was felt that this type of facility could be viable if it was a 'one stop shop' for public information in Thetford, providing not just public transport information, but other information and services such as council information, tourist information, booking services and a café.

### **6.1 Options for a Multi-purpose Information Centre**

A multi-purpose staffed information centre at or close to a new bus interchange facility in Thetford town centre could potentially incorporate the following functions:

- Passenger transport information and ticket booking facilities
- Tourist information functions
- County and District Council information
- Public toilets
- Café / food and drink vending machines
- Covered / enclosed waiting area

### **6.2 Tourist Information**

The Tourist Information Centre (TIC) in Thetford is currently located in premises on White Hart Street. The centre is open Monday to Saturday between 10am and 4pm from 1 April through to 30 September and provides a wide range of information about local attractions and advice for visitors to the area.

It is understood that the European funding that is used to support the services provided by the TIC in Thetford will not be available next year and that new premises are currently being sought as a result. There may therefore be a window of opportunity to discuss the incorporation of tourist information functions within a new multi-purpose information facility rather than simply relocating the existing TIC.

The provision of tourist information functions within a multi-purpose information centre that is open all year round would aid the development of tourism in Thetford and the surrounding area by providing a service that is not currently available between October and March. The additional cost of maintaining a tourist information service during the winter months within a staffed facility providing a range of other services would be relatively marginal.

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## **6.3 Council Information**

The development of Council Information Centres (CICs) throughout Norfolk is being taken forward by Norfolk County Council in partnership with a wide range of organisations including district councils, town councils, Primary Care Trusts and Norfolk Police. The purpose of the CICs is to create a one stop shop for local residents to access information and services face to face through trained staff.

There are plans to develop a CIC in Thetford although finding a suitable location is a key issue in the development of such a facility. A discussion with the Project Manager for the CICs, Adri Van der Colff, highlighted the possibility of linking a travel information centre provided as part of the development of new bus facilities within the town centre with the CIC for Thetford. Recent discussions between Norfolk County Council and Breckland Council have led to the decision to develop existing facilities in the town rather than continuing to look at developing new premises.

The library on Raymond Street and the Breckland Council offices on St Nicholas Street are being considered as locations to provide a wide range of council information to the public. There are plans to refurbish the St Nicholas Street offices and create a modern facility providing information on a range of both County Council and District Council services. The staff at both locations will be fully trained to provide information about these services and there is scope at this stage for transport information and booking to also be considered.

The St Nicholas Street offices are sufficiently close to the potential bus interchange facilities in the St Nicholas Street / Minstergate area described in Section 5 to act as a travel information centre. Alternatively part of the old Maltings building could be converted to provide space for a combined travel information centre and CIC, with the remaining space let for other appropriate commercial uses. The latter option would require significant additional funding, but would have the added benefit of enabling a building of importance to the town's heritage to be restored for public use.

## **6.4 Travel Information Centres**

We have researched the provision of travel information in towns elsewhere in East Anglia to identify examples of good practice that would be relevant to the development of a multi-purpose information centre in Thetford.

### **6.4.1 King's Lynn Bus Station**

The recent reinstatement of a staffed travel information centre in King's Lynn was taken forward as part of a package of improvements at King's Lynn Bus Station. The Borough Council of King's Lynn and West Norfolk are responsible for the site and the travel office, which is conveniently located next to the bus station and close to the main shopping area in the town.

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Norfolk Green, one of the major bus operators in the King's Lynn area, until recently provided the resources to staff the information centre. Under the agreement with Norfolk Green the company's drivers were provided with a rest area within the premises available. Since Norfolk Green withdrew from the information centre, the Borough Council have provided the resources to staff the information centre because of its importance to local residents and visitors to the town.

The centre currently provides only transport information, primarily in the form of printed timetables and leaflets. This information is supplied by Norfolk County Council's Passenger Transport Unit and local bus operators. The information centre is staffed Monday to Friday, 9am to 5pm. It is open on Saturdays at the same times but not staffed all day.

#### **6.4.2 Bury St Edmunds Bus and Coach Station**

Bury St Edmunds Bus and Coach Station is a good example of a multi-purpose staffed bus station and information office run by the local authority, St Edmundsbury Borough Council. The bus and coach station is conveniently located within a short walk of the town centre and offers the following information and services:

- Public transport information
- National Express ticket sales
- Visitor information and maps / tourist information
- Toilets
- Enclosed waiting area
- Meet and greet facilities
- Food and drink vending machines
- Souvenir sales

#### **6.4.3 Mildenhall Bus Station**

Mildenhall Bus Station opened early in 2006 and is an excellent example of a staffed public transport interchange facility in a small town. The bus station has three departure stands and a taxi rank. The bus station building is open Monday to Saturday, from 8.30am to 6pm and provides the following information and services:

- Passenger transport information
- National Express ticket sales
- Printed tourist information
- Toilets
- Enclosed waiting area
- Food and drink vending machines

Forest Heath District Council runs the bus station although information about council services is not intended to be provided through the facility and there are very few enquiries for this type of information. The facility is staffed by two people working part-time and there are around 250 face to face enquiries each week. There are advertising boards within the bus station and advertising space is sold to generate revenue.

The fact that a travel information office in a town much smaller than Thetford is handling over 200 personal enquiries each week suggests that there is significant latent demand for a similar facility in Thetford.

## 6.5 SWOT Analysis for a Multi-purpose Information Centre

We have used the information gathered during our investigations to prepare a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis for the development of a multi-purpose information centre for Thetford to incorporate travel information and booking facilities, Tourist Information Centre functions and council information as well as a café and public toilets.

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>Increased customer satisfaction because a wide range of information can be accessed easily and in one location</li> <li>Increased customer satisfaction because well trained staff will be able to assist people with a wide range of enquiries rather than refer them elsewhere</li> <li>Creation of a 'gateway' to the town that provides a good first impression to visitors</li> <li>Integration of information provision would help to raise awareness of travel options, local attractions, local council services, etc.</li> <li>Efficient utilisation of staff and premises offering cost savings relative to provision of these services separately</li> <li>Evidence from other market towns suggests significant latent demand for travel information in Thetford</li> </ul>	<ul style="list-style-type: none"> <li>Unless existing council premises can be used the capital cost of such a facility or cost of leasehold premises will be high because the key to its success will be a good town centre location</li> <li>High revenue costs of providing a staffed facility that would need to be open Monday to Friday as a minimum</li> <li>Cost and time of training staff in order for them to provide a wide range of functions and information</li> </ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>• Earning revenue through commission on public transport ticket sales</li> <li>• Earning revenue through sales from vending machines or lease of an area of the centre for a café</li> <li>• Reduced revenue costs through sharing running costs such as staff and premises overheads</li> <li>• Combined funding from a wide range of partners and sources</li> <li>• Sharing premises with the Council Information Centre (CIC) planned for the town</li> <li>• Sharing premises with the Tourist Information Centre, for which new premises are currently being sought</li> <li>• Letting surplus space for other appropriate commercial uses</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of communication between the partners involved and information not being kept up to date as a result of this</li> <li>• Anti-social behaviour and vandalism</li> <li>• Low usage of such a facility if the right town centre location cannot be found</li> <li>• Effective co-ordination of all organisations involved and failure to agree on which organisation should lead</li> <li>• Reduction in council revenue budgets in future years</li> <li>• Future withdrawal of one organisation would leave others with increased share of fixed costs</li> </ul>

## 6.6 Conclusions

The development of a multi-purpose information centre would improve customer satisfaction and by combining funding and sharing revenue costs, would help to create a potentially sustainable facility. The development of such a facility will depend greatly on the location of a new bus station and the potential to provide a facility within this site or at the Breckland Council offices on St Nicholas Street. A travel information centre located away from the bus station would be less convenient and would as a result be less well used than one located close to where people are boarding and alighting from vehicles. There is certainly scope to develop this idea further and we would recommend that the next step is to organise a meeting of all the key organisations that would potentially be involved to ensure that everyone is fully aware of the ideas that have been put forward and to discuss the issues that would need to be addressed in order to create a combined facility.



## 7 Conclusions and Recommendations

### Recommendation 1

A new bus station for Thetford should be designed to provide a minimum of five departure stands to provide sufficient capacity to meet current and projected future demand.

### Recommendation 2

The best alternative locations for bus interchange facilities in Thetford town centre to the current Bus Station site at Bridge Street are situated within the area around St Nicholas Street and Minstergate.

This area has the key advantages of proximity to the town centre, the potential availability of currently undeveloped land and good access to routes already used by buses via an existing signal controlled junction. There are other regeneration possibilities in the area that would make it a pleasant and convenient place for passengers.

There are a number of potentially feasible options for the development of bus interchange facilities in the St Nicholas Street / Minstergate area, including off-street and on-street solutions or a combination of a small off-street bus station with nearby on-street bus stops.

Option 1 as outlined in Chapter 5 would be the best integrated solution, enabling all of the essential requirements for a new bus interchange facility identified at the Bus Station Workshop to be delivered on a single site. This site can accommodate five departure stands in accordance with Recommendation 1.

Option 2 is less well integrated and significantly less flexible than Option 1 in terms of accommodating larger buses. An interchange combining a small off-street bus station with nearby on-street bus stops would be less easy for passengers to understand and would require special attention to be given to the design of signage.

Option 3 would not be adequate to meet stakeholders' requirements for a bus interchange facility or passengers' needs and should be considered further only in the event that it is not possible to pursue Options 1 or 2.

### Recommendation 3

The potential availability of the sites between St Nicholas Street and Minstergate required to deliver Options 1 and 2 should be investigated as a matter of urgency with assistance from property professionals.

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**Recommendation 4**

The options presented in this report should be the subject of consultation with all stakeholders represented at the Bus Station Workshop to assist in identifying a preferred solution.

There is a window of opportunity to develop the concept of a 'one stop shop' for public information in Thetford, providing public transport information, council information, tourist information and booking services, prior to a decision being made on the relocation of the existing Tourist Information Centre and plans for a Council Information Centre being finalised.

**Recommendation 5**

A meeting of all the key organisations that would potentially be involved in the delivery of a multi-purpose public information centre should be organised to ensure that everyone is fully aware of the ideas that have been put forward and to discuss the issues that would need to be addressed in order to create a combined facility.

## **Appendix A   Project Brief**

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## **Thetford Bus Station Relocation – Project Brief**

### **Background**

Many previous studies have identified various shortcomings of the existing Thetford Bus Station and the need for improved passenger transport interchange facilities.

Breckland Council commissioned White Young Green (WYG) to assess the feasibility of relocating Thetford Bus Station to a proposed site close to the A134 Bury Road. This study concluded that there were several problems with the Bury Road site, including the fact that it could not accommodate a favourable layout without the purchase of additional land. WYG therefore recommended that opportunities for alternative sites for a bus station within the town should be investigated.

### **Current Situation**

The recent town centre study “Moving Thetford Forward” has identified the existing bus station site for possible redevelopment. The timescale for redevelopment is unclear, and a design brief for the site has yet to be drawn up, but the current assumption is that the redeveloped site will not cater for bus movements, and so the Bridge Street site cannot continue to be used as a bus interchange in the long term.

A workshop involving key stakeholders was held in March 2006 to debate the way forward for the bus station. Information was gathered about the current activities at the bus station and the requirements for any potential alternative site. Further investigative work needs to be carried out to determine a suitable alternative location within the town for an enhanced facility to meet the needs of passenger transport users and operators.

### **Objectives**

To determine a possible site or sites for an enhanced bus interchange in Thetford to meet the needs of bus and coach passengers and operators and to comply with the requirements of the Disability Discrimination Act (DDA). To develop outline proposals for these sites incorporating the following key elements:

- DDA compliant boarding and alighting points
- Covered pedestrian waiting facilities with seating
- Provision of passenger transport information
- Convenient pedestrian access to the key service area within the town centre
- Meet and greet facilities
- Taxi facilities
- Cycle parking facilities
- Good quality access and egress to key routes throughout the town

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## Deliverables

1. Further analysis of the survey data for vehicle movements at the existing bus station in the WYG report to identify local bus service and National Express movements, and clarify the baseline stand capacity required for local bus and express coach service departures.
  - Gather full details of all local bus service and National Express arrival and departure times and the current stand allocations.
  - Identify whether any service vehicles lay-over at the site
  - Review the number of departure stands required to meet current and projected future demand
2. Consult community transport operators to identify where CT services currently stop in the town centre and consider if these should be accommodated in a new bus facility
  - Identify exactly which organisations transport people into Thetford (Age Concern and West Norfolk Community Transport Project) and gather information about where they currently stop and frequency of journeys into the town. Discuss whether it would be appropriate for them to use a potential new facility.
3. Review information on ownership of all land in the St Nicholas Street / Minstergate area, existing planning consents and any planning applications yet to be determined
  - This information is to be supplied by Breckland Council
4. Investigate the feasibility of introducing a bus / coach turning area at the junction of St Nicholas Street and Minstergate using 'Autotrack' software
  - Produce track run plots for 12m, 13.7m and 15m vehicles
  - Comment on the highway engineering and road safety implications of possible layouts
5. Development within a Conservation Area - discuss principles and constraints with Breckland Council Conservation Officer
  - Identify what infrastructure would be needed to create an off-street or on-street facility (e.g. bus shelters, bus stop poles, timetable cases, etc).

- 
6. Develop outline designs for on-street and off-street options - produce drawings similar to those in the WYG report in terms of detail
    - Use the information gathered regarding land ownership, bus turning areas and baseline stand capacity requirements to identify potentially suitable sites and layouts, and present as outline design drawings.
  7. Further investigation into the possibility of a 'one stop shop' for council / visitor / public transport information within or close to the bus facility
    - Investigate the possibility of creating a staffed information service and waiting facility that could be viable if it was able to include other forms of information provision and services such as tourist information, passenger transport information and booking services and a café. (This type of facility was discussed at the March workshop by Breckland District Council's Asset Manager and should be investigated further).
  8. Present the results of the above work to the stakeholders represented at the original workshop
    - Consultation is a key part of this work. Although it is likely that many of the stakeholders will be involved in various parts of the investigation process, it is essential to present the overall findings to them in order to obtain their feedback and keep them fully up to date with any emerging proposals.

## **Budget**

To be agreed.

## **Programme**

Work to be completed by 2 June 2006.

## **Appendix B Thetford Bus Station Departure Information**

# Thetford, Bus Station

## Times valid from 15 April 2006

Bay 1

CS Coach Services  
KC Konectbus Ltd

Service: CST1 Thetford Bus Station - Abbey Farm/Red Castle Furze circular  
Service: CST1A Thetford Bus station - Abbey Farm/Redcastle Furze circular  
Service: CSPW1 Thetford - East Harling - Stow Bedon - Watton - The Pickenhams - Swaffham  
Service: CST2 Thetford Bus Station - Croxton Road circular  
Service: CST2A Thetford Bus station - Croxton Road circular  
Service: KC11A Swaffham/Thetford - Watton - Dereham

### Monday to Saturday

Time	Service	Days	Destination
0708	CS T1	NSSu	Thetford
0735	CS T2	NSSu	Thetford
0755	KC 11A	NSSu	Swaffham
0805	CS T2	S	Thetford
0808	CS T1		Thetford
0820	CS T2	NSSu	Thetford
0835	CS T2		Thetford
0838	CS T1A		Thetford
0905	CS T2A		Thetford
0908	CS T1		Thetford
0935	CS T2		Thetford
0938	CS T1A		Thetford
0955	CS PW1		Swaffham
1005	CS T2A		Thetford
1008	CS T1		Thetford
1035	CS T2		Thetford
1038	CS T1A		Thetford
1105	CS T2A		Thetford
1108	CS T1		Thetford
1135	CS T2		Thetford
1138	CS T1A		Thetford
1205	CS T2A		Thetford
1208	CS T1		Thetford
1235	CS T2		Thetford
1238	CS T1A		Thetford
1305	CS T2A	NSSu	Thetford
1308	CS T1		Thetford
1335	CS T2		Thetford
1338	CS T1A	NSSu	Thetford
1405	CS T2A		Thetford
1408	CS T1		Thetford
1425	CS PW1		Swaffham
1435	CS T2		Thetford
1508	CS T1		Thetford
1535	CS T2		Thetford
1608	CS T1		Thetford
1635	CS T2		Thetford
1638	CS T1A	NSSu	Thetford
1700	CS T2	NSSu	Thetford
1708	CS T1		Thetford
1710	CS T2A	NSSu	Thetford
1740	CS T1A	NSSu	Thetford
1740	CS T2		Thetford

### Sundays only

Time	Service	Days	Destination
0955	CS PW1		Swaffham
1425	CS PW1		Swaffham

Codes:

NSSu Monday to Friday  
S Saturday



# Thetford, Bus Station Bay 2

## Times valid from 2 April 2006

BU Burtons Coaches  
CS Coach Services  
EC First  
KC Konectbus Ltd  
LEW Lewis Coaches  
Service: ECX4

Norwich - Wymondham - Attleborough - Thetford -  
Cambridge

Service: KC11  
Service: KC11A  
Service: CS40

Swaffham / Necton - Watton - Shipdham - Dereham  
Swaffham/Thetford - Watton - Dereham  
Kings Lynn/Downham Market - Brandon/Mundford -  
Thetford

Service: EC84  
Service: LEW136  
Service: CS143  
Service: CS190  
Service: CS191  
Service: CS192  
Service: CS194  
Service: BU332

Thetford - Bury St Edmunds  
Thetford - Northwold - Methwold  
Thetford - Brandon - Methwold - Kings Lynn  
Croxtan - Thetford - Bury St Edmunds  
Diss - Thetford - Bury St Edmunds  
Diss - East Harling - Thetford - Bury St Edmunds  
Thetford - East Harling - Lophams - Thetford  
Thetford - Honington - Bury St Edmunds

### Monday to Saturday

Time	Service	Days	Destination
0650 <sup>Col</sup>	CS 143	NSSu	King's Lynn College via Brandon High Street opp Pioneer Store
0710 <sup>NCol</sup>	CS 40	NSSu	King's Lynn
0710 <sup>Col</sup>	CS 40	NSSu	King's Lynn College via King's Lynn
0720 <sup>Sch</sup>	CS 40	NSSu	Downham Market (High School)
0734	EC X4	NSSu	Norwich, Bus Station Bay 5
0748 <sup>Sch</sup>	LEW 136	NSSu	Methwold (High School)
0755 <sup>NSch</sup>	KC 11A	NSSu	Swaffham
0755 <sup>Sch</sup>	KC 11A	NSSu	Swaffham
0832	BU 332		Thetford
0900	CS 40	S	King's Lynn
0930	CS 40	NSSu	King's Lynn
0940	KC 11A	NSSu	Dereham
0945 <sup>NCol</sup>	CS 192	NSSu	Diss
0945 <sup>Col</sup>	CS 192	NSSu	Diss
0950	BU 332		Thetford
1004	EC X4	S	Norwich, Bus Station Bay 5
1004	EC X4	NSSu	Norwich, Bus Station Bay 5
1100	CS 40	NSSu	Northwold
1150	BU 332		Thetford
1200	CS 40	S	King's Lynn
1204	EC X4	S	Norwich, Bus Station Bay 5
1204	EC X4	NSSu	Norwich, Bus Station Bay 5
1220	CS 40	NSSu	Northwold
1223	EC 84		Thetford

# Thetford, Bus Station Bay 2

## Times valid from 2 April 2006

### Monday to Saturday (continued)

Time	Service	Days	Destination
1300	CS 192	NSSu	Diss
1305	KC 11	NSSu	Watton
1350	BU 332		Thetford
1404	EC X4	S	Norwich, Bus Station Bay 5
1404	EC X4	NSSu	Norwich, Bus Station Bay 5
1405NSch	CS 40	NSSu	Downham Market
1405Sch	CS 40	NSSu	Downham Market (High School)
1423	EC 84		Thetford
1430	CS 40	NSSu	King's Lynn
1520	CS 194	NSSu	Thetford, Bus Station Bay 2
1520Sch	CS 191	NSSu	Thetford
1604	EC X4	S	Norwich, Bus Station Bay 5
1604	EC X4	NSSu	Norwich, Bus Station Bay 5
1623NSch	EC 84		Thetford
1625	KC 11A	NSSu	Dereham
1633Sch	EC 84	NSSu	Thetford
1650	BU 332	S	Thetford
1650NSch	BU 332	NSSu	Thetford
1710	CS 40	NSSu	King's Lynn
1720Col	CS 40	NSSu	Thetford
1740Col	CS 190	NSSu	Croxton
1740Col	CS 191	NSSu	Diss
1814	EC X4	S	Norwich, Bus Station Bay 5
1814	EC X4	NSSu	Norwich, Bus Station Bay 5
1823	EC 84		Thetford

#### Codes:

Coll	College days only
NCol	Not College days
Sch	Schooldays only
NSch	Not Schooldays
NSSu	Monday to Friday
S	Saturday

# Thetford, Bus Station Bay 3

## Times valid from 2 April 2006

BU Burtons Coaches

CS Coach Services

EC First

MU Mulleys Motorways Ltd

Service: ECX4 Norwich - Wymondham - Attleborough - Thetford - Cambridge

Service: EC84 Thetford - Bury St Edmunds

Service: EC84A Bury St Edmunds - Thetford

Service: CS190 Croxton - Thetford - Bury St Edmunds

Service: CSBE190 Brandon - Thetford

Service: CS191 Diss - Thetford - Bury St Edmunds

Service: CSBE193 Santon Downham - Bury St Edmunds

Service: BU200 Thetford - Brandon - Mildenhall - Newmarket

Service: MU200 Thetford - Brandon - Mildenhall - Newmarket

Service: BU332 Thetford - Honington - Bury St Edmunds

Service: MU425 Stanton - Thetford

Service: MU426 Ixworth - Stanton - Thetford

### Monday to Saturday

Time	Service	Days	Destination
0620	BU 200		Newmarket: Rookery Bus Station Bay 1
0721	EC X4	NSSu	Cambridge
0735	BU 332	S	Bury St Edmunds: Bus Station, Stand 1
0735 <sup>N</sup> <sub>Sch</sub>	BU 332	NSSu	Bury St Edmunds: Bus Station, Stand 1
0736	EC X4	S	Cambridge
0747 <sup>S</sup> <sub>ch</sub>	EC 84	NSSu	Bury St Edmunds: St Benedict School
0747 <sup>N</sup> <sub>Sch</sub>	EC 84		Bury St Edmunds: Bus Station, Stand 1
0757 <sup>S</sup> <sub>ch</sub>	EC 84A	NSSu	Bury St Edmunds: Westgate
0815	BU 200		Newmarket: Rookery Bus Station Bay 1
0820 <sup>Col</sup>	CS 190	NSSu	Bury St Edmunds: West Suffolk College
0820 <sup>Col</sup>	CS 191	NSSu	Bury St Edmunds: West Suffolk College
0845	BU 332		Bury St Edmunds: Bus Station, Stand 1
0911	EC X4	S	Cambridge
0911	EC X4	NSSu	Cambridge
0947	EC 84		Bury St Edmunds: West Suffolk Hospital
1005	BU 332		Bury St Edmunds: Bus Station, Stand 1
1015	BU 200		Newmarket: Rookery Bus Station Bay 1
1111	EC X4	S	Cambridge
1111	EC X4	NSSu	Cambridge
1205	BU 332		Bury St Edmunds: Bus Station, Stand 1
1215	MU 426	TUTH	Ixworth: Village Hall
1215	MU 425	MF	Stanton: Jacobs Close
1215	BU 200		Newmarket: Rookery Bus Station Bay 1
1247	EC 84		Bury St Edmunds: West Suffolk Hospital

# Thetford, Bus Station Bay 3

## Times valid from 2 April 2006

### Monday to Saturday (continued)

1311	EC X4	S	Cambridge
1311	EC X4	NSSu	Cambridge
1405	BU 332		Bury St Edmunds: Bus Station, Stand 1
1415	BU 200		Newmarket: Rookery Bus Station Bay 1
1447	EC 84		Bury St Edmunds: West Suffolk Hospital
1511	EC X4	S	Cambridge
1511	EC X4	NSSu	Cambridge
1615	BU 200		Newmarket: Rookery Bus Station Bay 1
1647	EC 84	S	Bury St Edmunds: West Suffolk Hospital
1705	BU 332		Bury St Edmunds: Bus Station, Stand 1
1730 <sup>Sch</sup>	CS BE193	NSSu	Brandon: London Road, Highbury Road
1735 <sup>NColSh</sup>	CS BE190	NSSu	Brandon: London Road, Old Forge Court
1815	BU 200		Newmarket: Rookery Bus Station Bay 1
1940	BU 200		Newmarket: Rookery Bus Station Bay 1

### Sundays only

Time	Service	Days	Destination
1019	MU 200		Newmarket: Rookery Bus Station Bay 1
1419	MU 200		Newmarket: Rookery Bus Station Bay 1
1819	MU 200		Newmarket: Rookery Bus Station Bay 1

### Codes:

<b>NSch</b>	Not Schooldays
<b>Sch</b>	Schooldays only
<b>Coll</b>	College days only
<b>NCol</b>	Not College days
<b>NSSu</b>	Monday to Friday
<b>S</b>	Saturday
<b>TUTH</b>	TUESDAY, THURSDAY
<b>MF</b>	MONDAY, FRIDAY

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## Thetford, Bus Station Bay 4

### Times valid from 4 April 2004

CS Coach Services

Service: CS151

Thetford - Brandon - Mundford - Swaffham

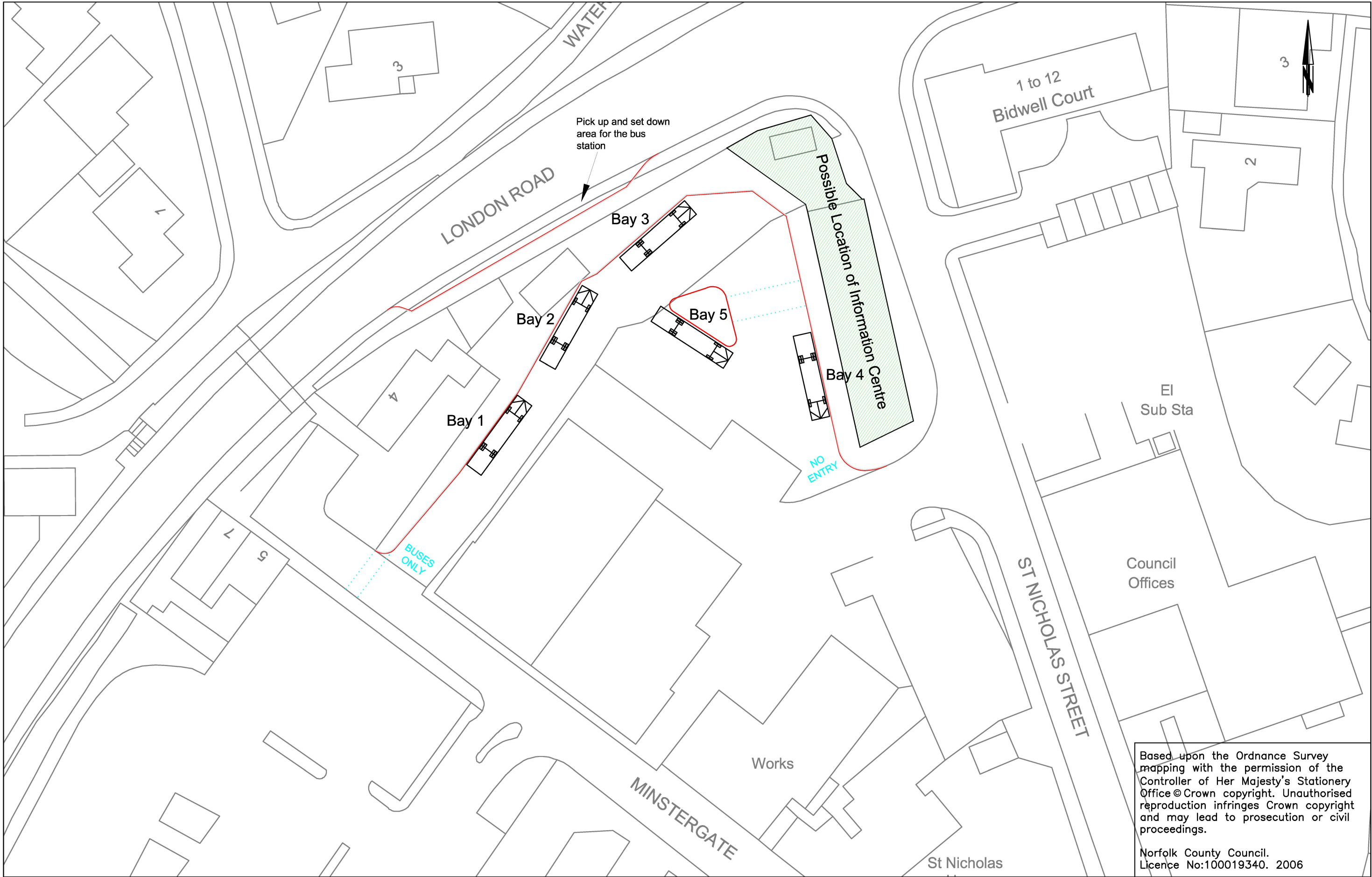
#### Monday to Saturday

Time	Service	Days	Destination
0830	CS 151	S	Swaffham

#### Codes:

S Saturday

## **Appendix C Drawings**



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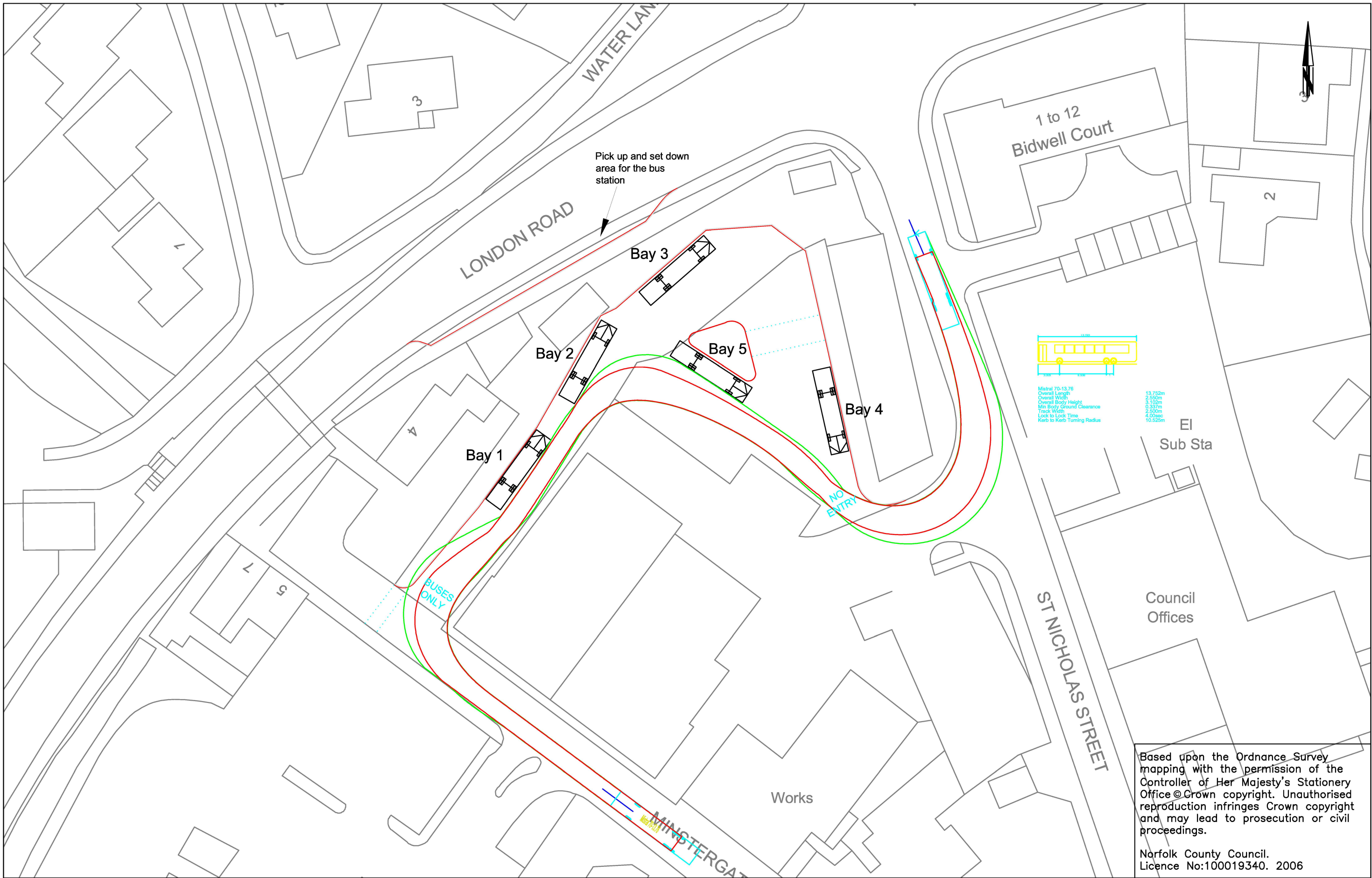
**Mott MacDonald**  
75 Prince of Wales Road  
Norwich NR1 1DG  
Tel 01603 767530  
Fax 01603 767463  
Web [www.mottmac.com](http://www.mottmac.com)

**DRAWING TITLE**  
St Nicholas Street / Minstergate Site  
Thetford Bus Station Relocation  
Option 1

REV.	DESCRIPTION	CHECKED	DATE

	INITIALS	DATE	DRAWING No. 215773/EA13/002	REV. No.
DESIGNED BY	MP	05.06	PROJECT TITLE Thetford: St Nicholas Street / Minstergate	
DRAWN BY	MJW	05.06		
CHECKED BY	MP	02.06		
APPROVED BY			SCALE AT A1 1:500	FILE No. 215773/EA13





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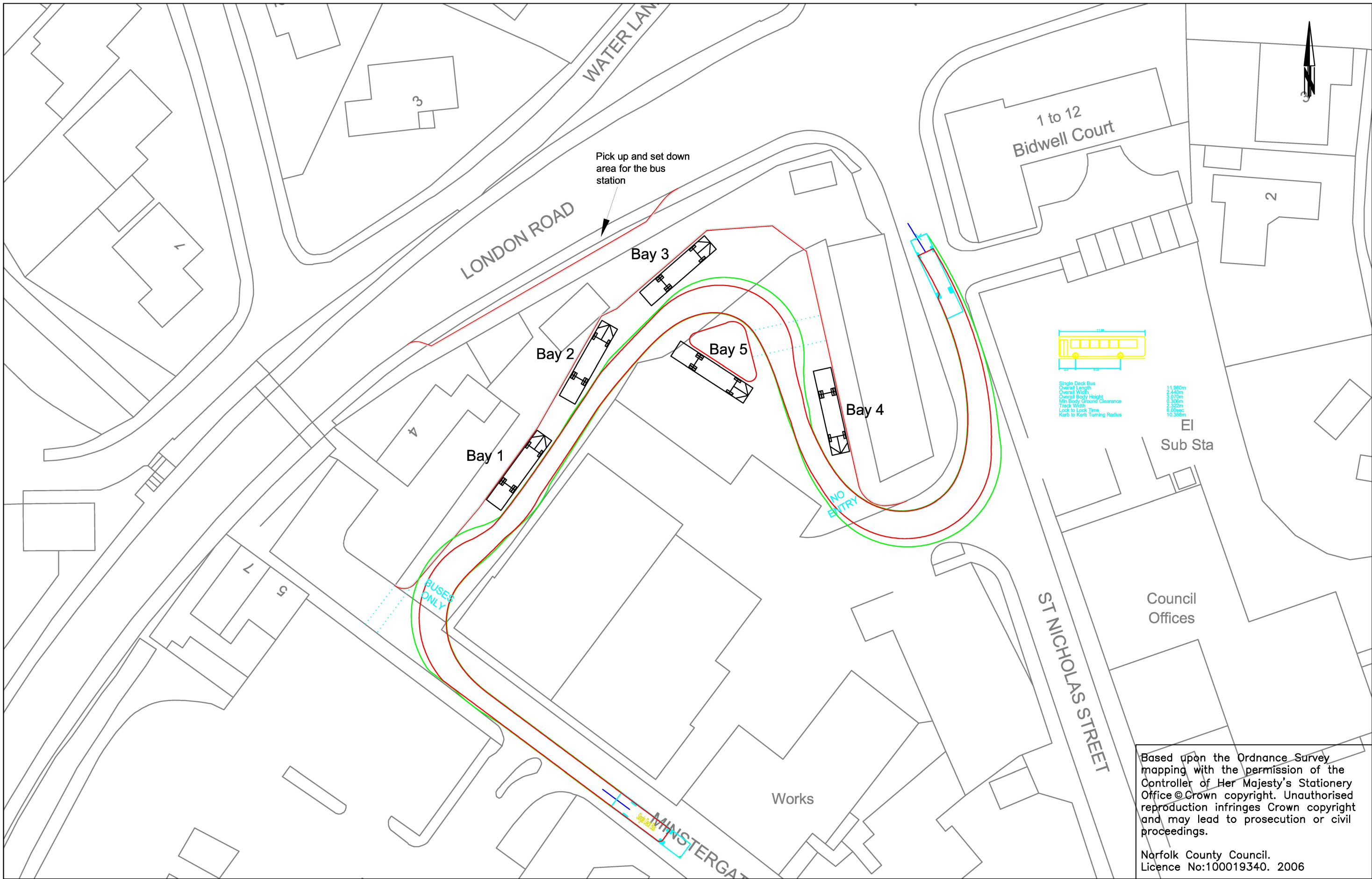
**DRAWING TITLE**

Thetford: St Nicholas Street / Minstergate  
Thetford Bus station Relocation  
13.7 Meter Bus

REV.	DESCRIPTION	CHECKED	DATE

	INITIALS	DATE	DRAWING No. 215773/EA13/004	REV. No.
DESIGNED BY	MP	05.06	PROJECT TITLE Thetford: St Nicholas Street / Minstergate	
DRAWN BY	MJW	05.06		
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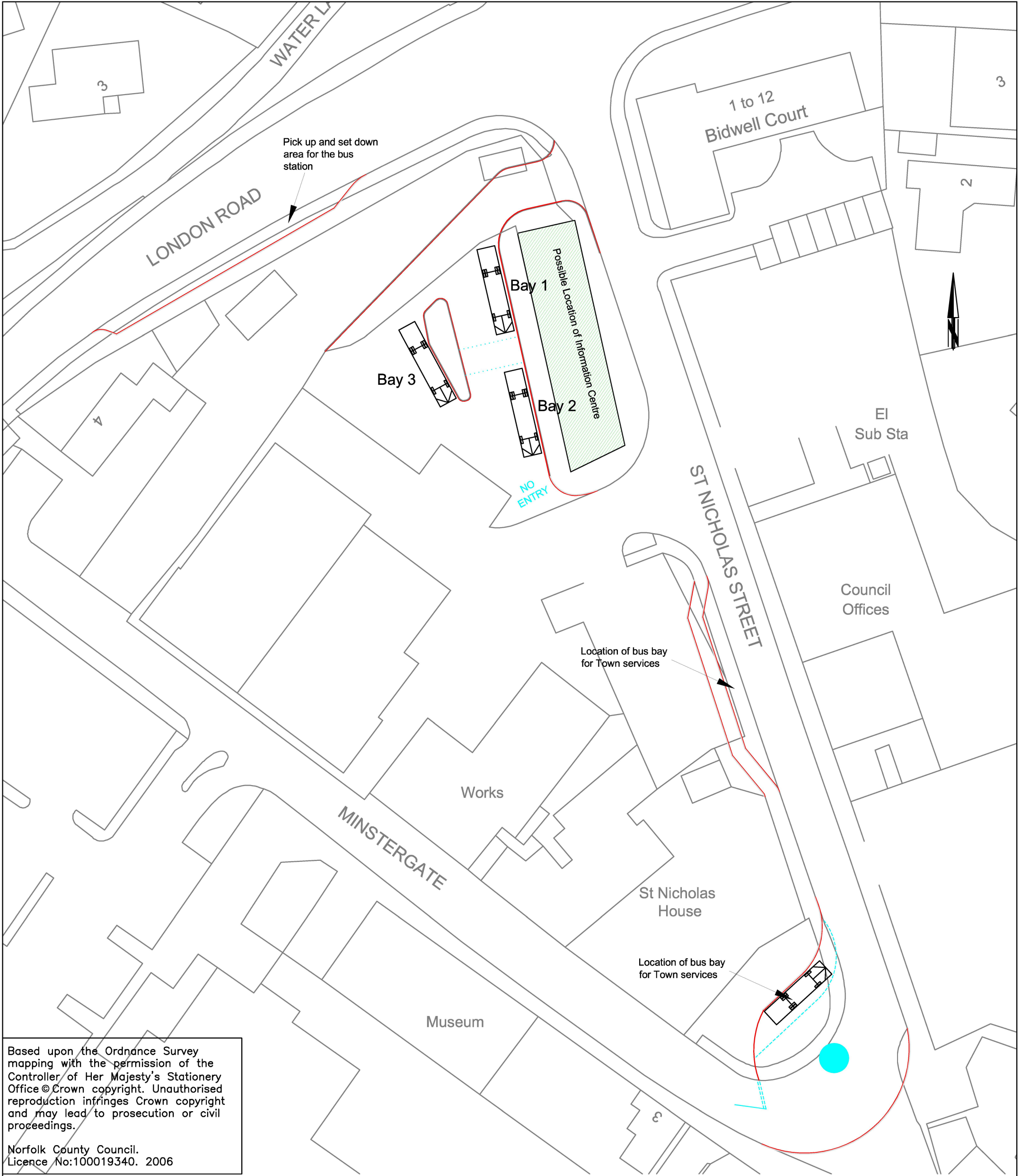
**Mike Jackson**  
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Martineau Lane  
Norwich NR1 2SG

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**DRAWING TITLE**  
Thetford: St Nicholas Street / Minstergate  
Thetford Bus station Relocation  
12 Meter Bus

REV.	DESCRIPTION	CHECKED	DATE

	INITIALS	DATE	DRAWING No. 215773/EA13/003	REV. No.
DESIGNED BY	MP	05.06	PROJECT TITLE Thetford: St Nicholas Street / Minstergate	
DRAWN BY	MJW	05.06		
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**DRAWING TITLE**

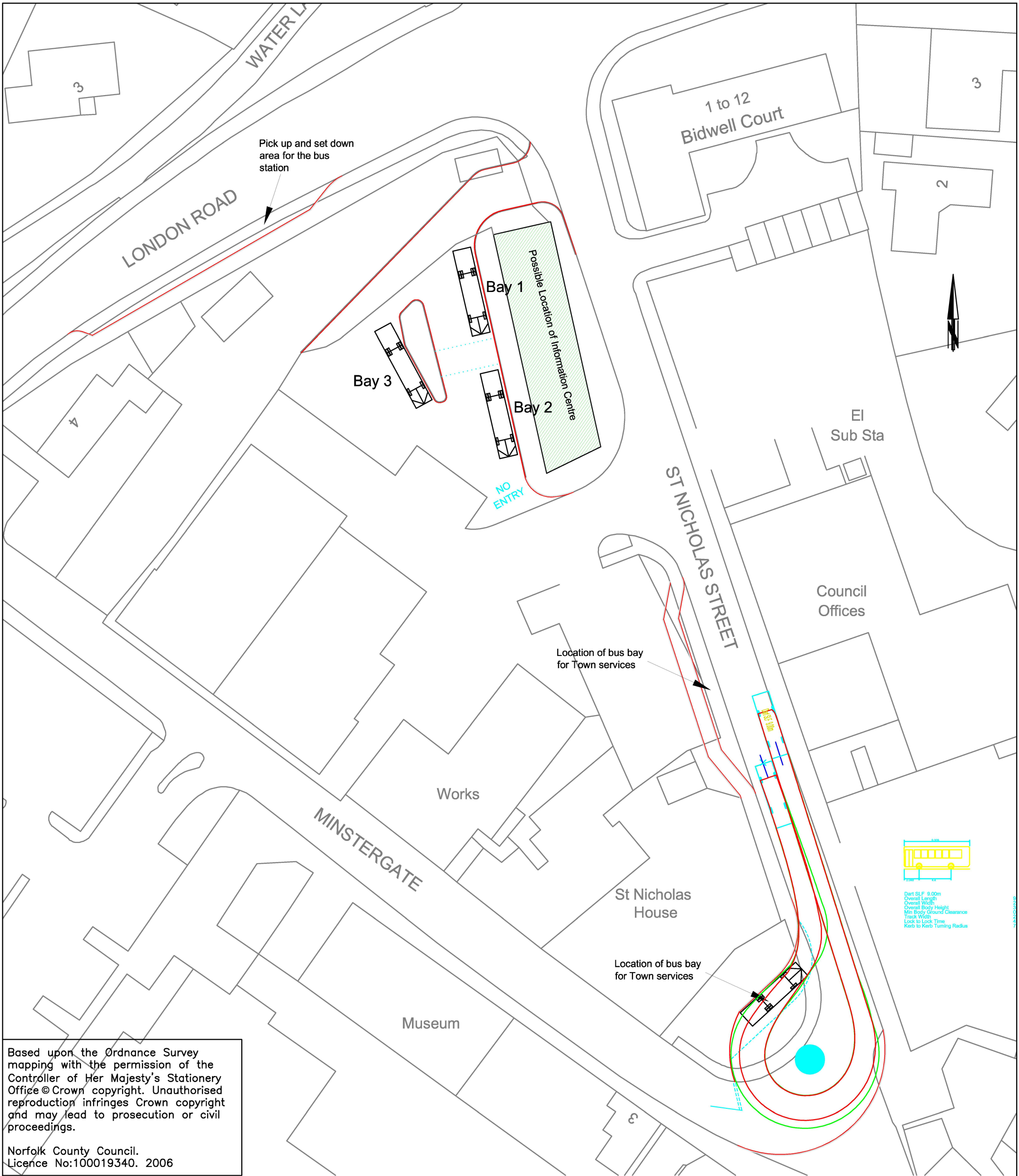
Town Service use on Street Bus Stop  
Bus Station for Long Distance Services.  
Option 2

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REV.	DESCRIPTION	CHECKED	DATE

	INIT.	DATE	DRAWING No. 215773/EA13/006
SURVEYED BY			PROJECT TITLE Thetford:St Nicholas Street / Minstergate
DESIGNED BY	MP	06/06	
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			FILE No. 215773/EA13





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**DRAWING TITLE**

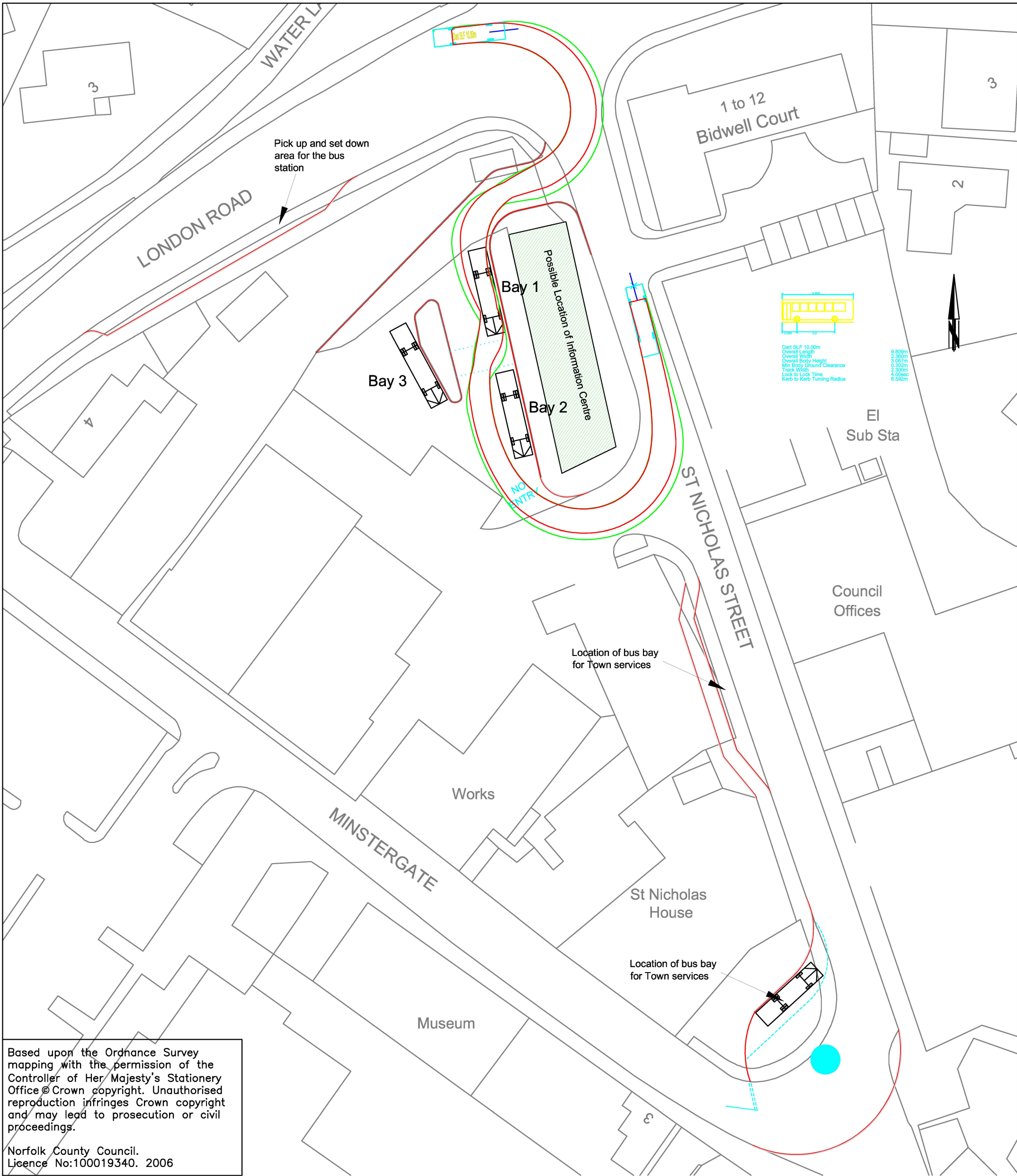
Town Service use on Street Bus Stop  
Bus Station for Long Distance Services.  
Option 2 - Track for 9 Metre Bus

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REV.	DESCRIPTION	CHECKED	DATE

	INIT.	DATE	DRAWING No. 215773/EA13/007
SURVEYED BY			PROJECT TITLE Thetford:St Nicholas Street / Minstergate
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DRAWN BY	DM	06/06	
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**DRAWING TITLE**

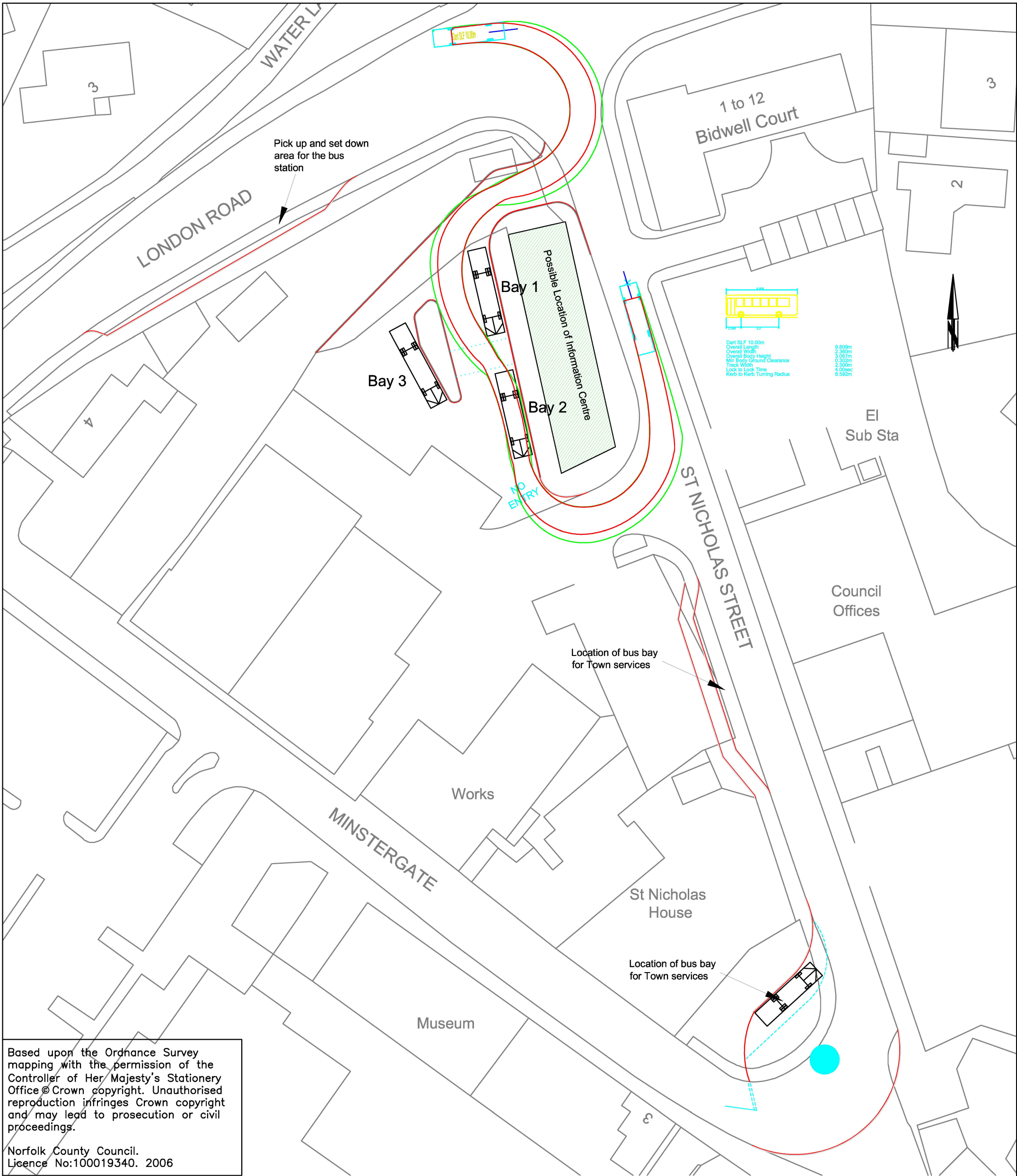
Town Service use on Street Bus Stop  
Bus Station for Long Distance Services.  
Option 2 - Track for 9 Metre Bus - Bay 1

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	INIT.	DATE	DRAWING No.
SURVEYED BY			215773/EA13/008
DESIGNED BY	MP	06/06	PROJECT TITLE
DRAWN BY	DM	06/06	Thetford:St Nicholas Street / Minstergate
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			1:500
			FILE No.
			215773/EA13





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**DRAWING TITLE**

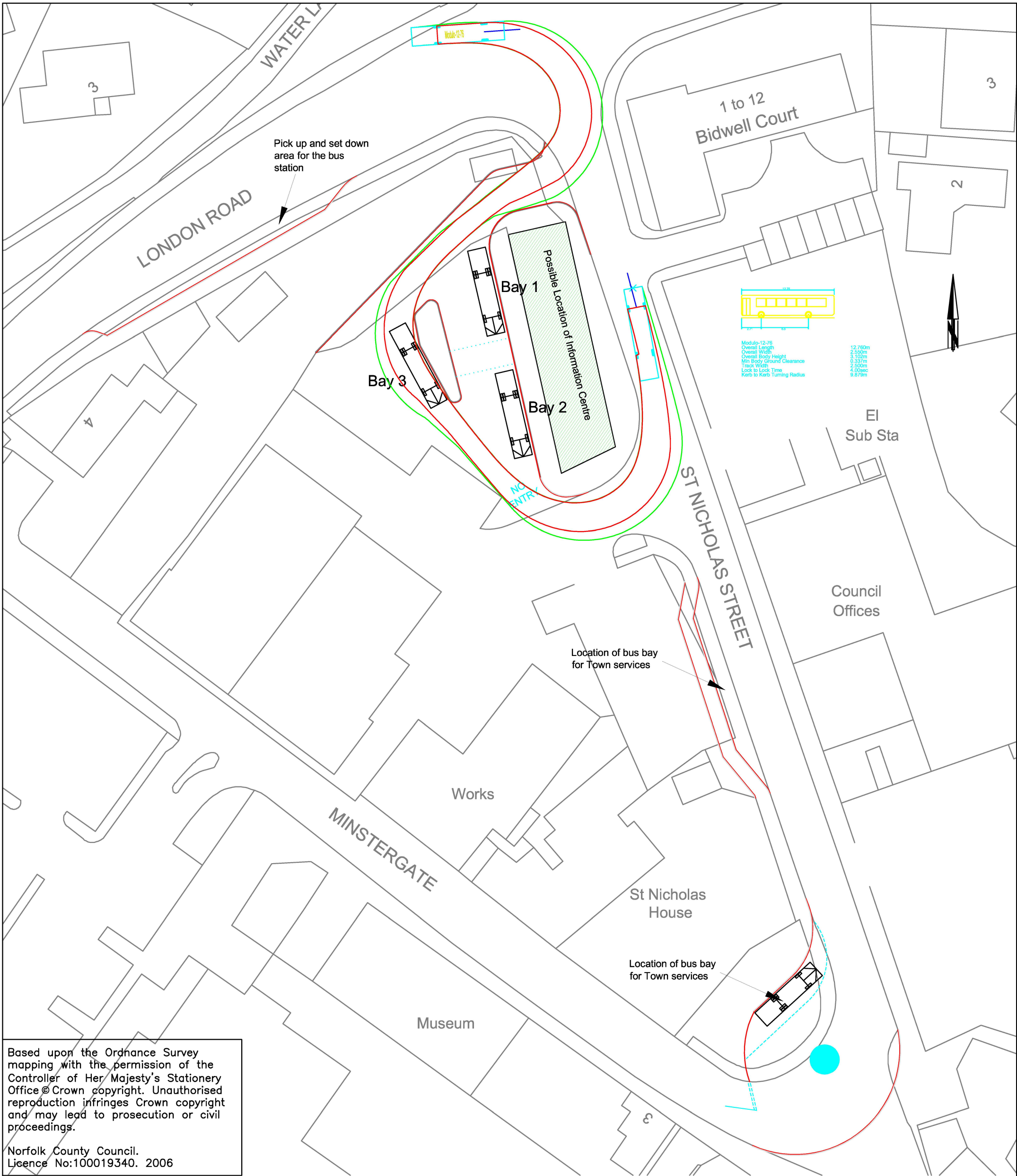
Town Service use on Street Bus Stop  
Bus Station for Long Distance Services.  
Option 2 - Track for 9 Metre Bus - Bay 2

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REV.	DESCRIPTION	CHECKED	DATE

	INIT.	DATE	DRAWING No.
			215773/EA13/009
SURVEYED BY			PROJECT TITLE
DESIGNED BY	MP	06/06	Thetford:St Nicholas Street / Minstergate
DRAWN BY	DM	06/06	SCALE AT A4
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			FILE No.
			215773/EA13





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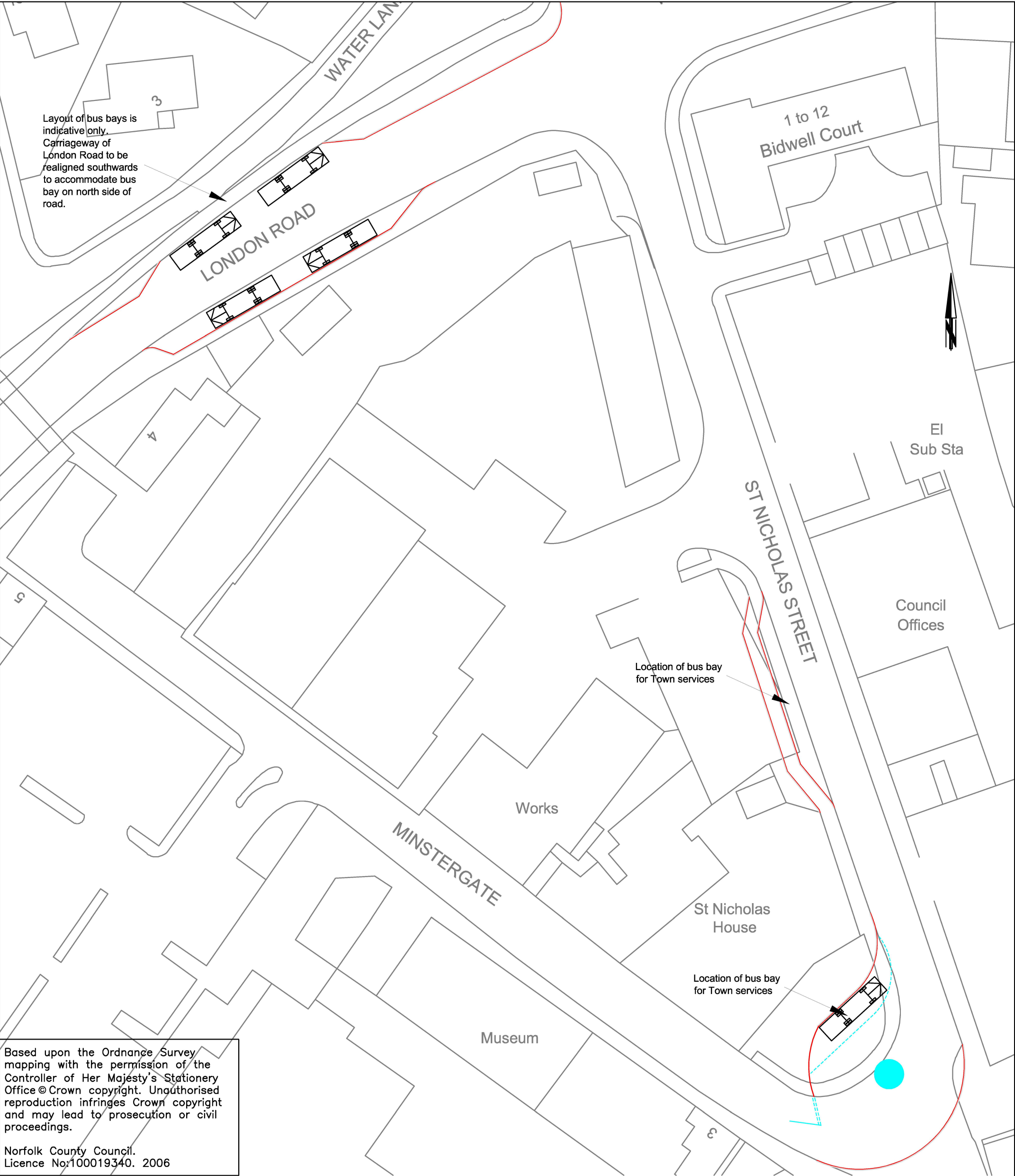

**Mike Jackson**  
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Norwich NR1 2SG

**DRAWING TITLE**  
Town Service use on Street Bus Stop  
Bus Station for Long Distance Services.  
Option 2 - Track for 13 Metre Bus - Bay 3

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	INIT.	DATE	DRAWING No. 215773/EA13/010	
SURVEYED BY			PROJECT TITLE Thetford:St Nicholas Street / Minstergate	
DESIGNED BY	MP	06/06	SCALE AT A4 1:500	
DRAWN BY	DM	06/06	FILE No. 215773/EA13	
CHECKED BY	MP	06/06		



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**DRAWING TITLE**

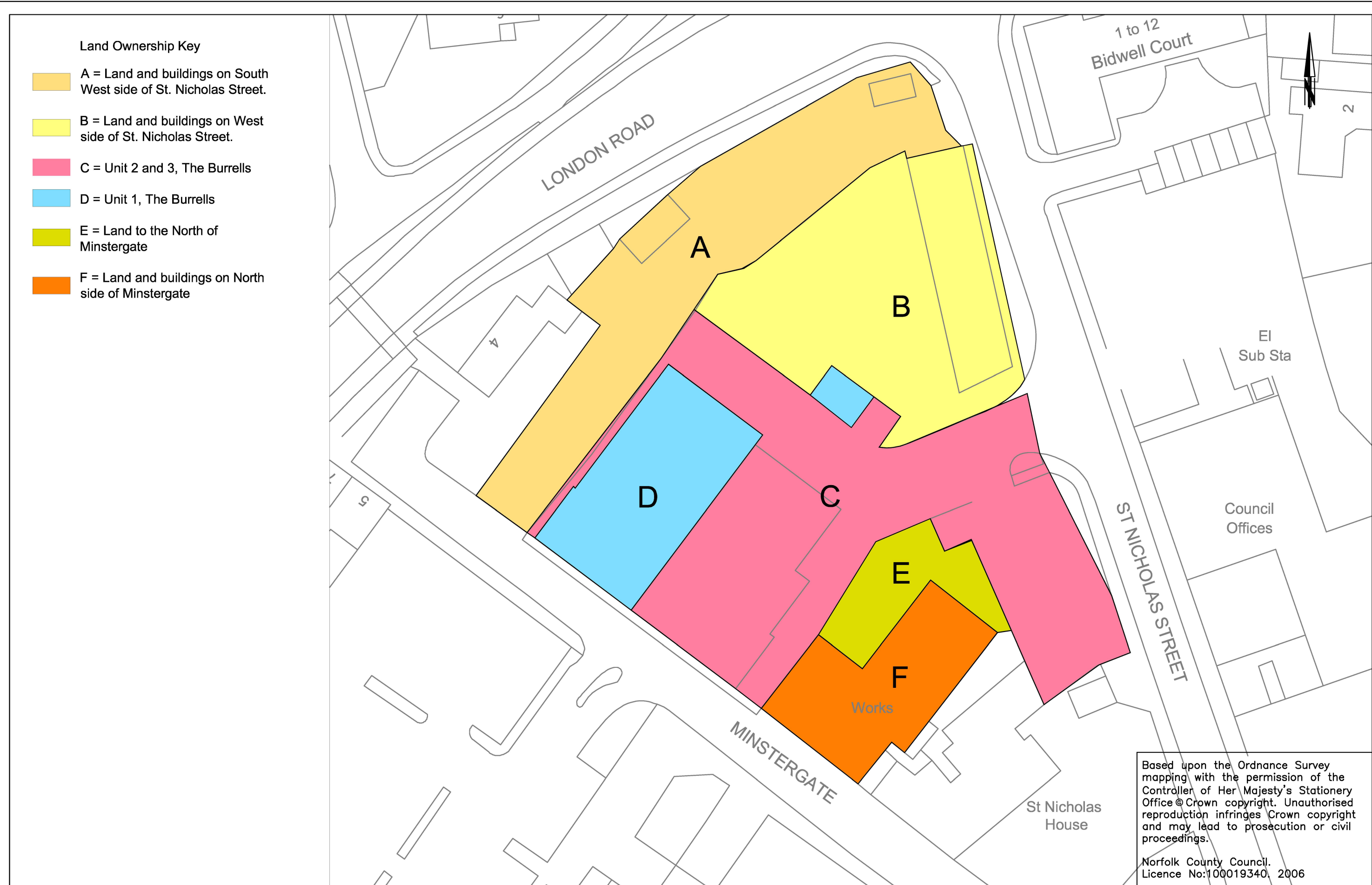
Option 3 - On Street Bus Stops for all Services

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**Norwich NR1 1DG**  
**Tel 01603 767530**  
**Fax 01603 767463**  
**Web www.mottmac.com**

REV.	DESCRIPTION	CHECKED	DATE

	INIT.	DATE	DRAWING No. 215773/EA13/011
SURVEYED BY			PROJECT TITLE Thetford:St Nicholas Street / Minstergate
DESIGNED BY	MP	06/06	
DRAWN BY	DM	06/06	
CHECKED BY	MP	06/06	SCALE AT A4 1:500
			FILE No. 215773/EA13





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Norwich NR1 1DG  
Tel 01603 767530  
Fax 01603 767463  
Web [www.mottmac.com](http://www.mottmac.com)

**DRAWING TITLE**  
St Nicholas Street / Minstergate  
Thetford Bus Station Relocation  
Land Ownership Plan

REV.	DESCRIPTION	CHECKED	DATE

	INITIALS	DATE	DRAWING No. 215773/EA13/005	REV. No.
DESIGNED BY	MP	05.06	PROJECT TITLE Thetford: St Nicholas Street / Minstergate	
DRAWN BY	MJW	05.06		
CHECKED BY	MP	02.06		
APPROVED BY			SCALE AT A1 1:500	FILE No. 215773/EA13