



COASTAL COMMUNITY TEAMS

BURNHAM-ON-SEA ECONOMIC PLAN



INTRODUCTION

This document is broken down into 6 sections

- A Executive Summary
- B Key Information
- C Coastal Community Teams [CCT] Plan
- D Delivering the Plan
- E Communications
- F CCT Logistics

The purpose of this document is two-fold: Firstly to fulfil the reporting requirements to Department for Communities and Local Government, capturing the relevant local economic information; secondly to provide an up-to-date and relevant Economic Plan for Burnham-on-Sea town centre. The plan will:

- give direction to future decision-making;
- identify a framework of opportunities for economic growth;
- be flexible and adaptable to changing circumstances;
- propose a programme of deliverable projects.

It focuses on the key economic issues facing our area, sets out both the short term and longer term priorities for our CCT that will enable economic growth in our local coastal area.

The CCT has been created to oversee the development and implementation of the plan and once complete this will strengthen our case for attracting funding for future regeneration projects.



The area covered by the plan is shown below



In the coming months we intend to continue to work through the issues raised during our research and consultation period, engaging with groups in the community as appropriate, and seeking advice and support from agencies where necessary. This present plan has been prepared at a particular point in time with the benefit of consultation with local community representatives. We hope that we will be able to engage further with the community as the plan is reviewed. The plan is not a fixed static document. Its function is to set a vision of what the town centre might look like; to identify key issues facing the town centre now and bring forward projects that will help the town centre move towards its vision. The plan has to be flexible, but it is based on extensive academic research into town centre viability and a lengthy literature review of commissioned research specific to Burnham-on-Sea.

A EXECUTIVE SUMMARY

This plan has been written following a series of meetings with local representatives who form the Burnham-on-Sea CCT and an extensive literature review. It focuses on the key economic issues facing our area, sets out both the short term and longer term priorities for Burnham-on-Sea that will enable economic growth in our local coastal area.

The plan contains the background to the area with descriptive text that gives the reader an insight into the social, economic, demographic and environmental factors that affect its economic prosperity and prospects.

Contained in a sister document is an analysis of locally and nationally commissioned research into town centres, seaside economics and regeneration. These pieces of research and the insight of the team have enabled the Vision, Mission, Goals and Objectives to be developed.

This document is a snapshot in time and will be developed as circumstances change. It is intended to be the foundation for multiple bids and funding applications to deliver the objectives detailed.

The author wishes to thank the team for their commitment, enthusiasm and insight to date.

Michael Clarke

Mayor Burnham-on-Sea

31 January 2016



B KEY INFORMATION

1 Name of CCT

Burnham-on-Sea

2 Single Point of Contact

Bev Milner Simonds

Burnham-on-Sea & Highbridge Town Council

Old Court House

Jaycroft Road

Burnham-on-Sea

TA8 1LE

bostowncentremanager@gmail.com

3 (a) CCT Membership

Bev Milner Simonds Burnham-on-Sea Town Centre Manager

Carla Modley SDC [Sedgemoor District Council]

Mark Newman www.Burnham-on-Sea.com

Catherine Owen King Alfred's School

Tracey Kingsland-Bonshor Somerset Skills & Learning Community Interest
Company



Alex Turco	Burnham-on-Sea (and surrounding areas) Neighbourhood Plan
Paul Young	Burnham-on-Sea & Highbridge Council
Kay Haines	Burnham-on-Sea Chamber of Trade
Pat Nichols	Burnham-on-Sea U3A

3 (b) CCT Membership

Other partners and/or stakeholders to be involved:

Friends of Princess Theatre & Arts Centre

Burnham Information and Area Rescue Service

Visit Somerset

4 Accountable Body

Sedgemoor District Council

Carla Modley

Bridgwater House

King Square

Bridgwater

TA6 3AR

carla.modley@sedgemoor.gov.uk

*Does the Accountable Body have a representative on the CCT membership? **Yes***



5 Local Area

5.1 Burnham-on-Sea has struggled to define itself for a number of years; is it a “town by the sea” or a “seaside town”?

5.2 Natural assets include¹: 7 miles of sandy beaches, second largest tidal range in the world, local estuary and cliff features offer opportunities for recreation including sailing and water sports. Man-made lakes and sea shore provide fishing opportunities. Level terrain, mild climate and west facing aspect make this an attractive location for leisure and retirement. Surrounding farmland offers rural character of landscape. Parks have been well integrated into the towns development from initial layout (Marine Cove) and redevelopment of properties (Manor Gardens & Apex Park) responding to changing economic influences, providing valuable recreation opportunities. There is scope for future development to provide for increased housing.

5.3 Connections: Excellent motorway links via the M5 and on the National Express and excursion coach routes. It is a 14 mile straight road to Bristol Airport. Local rail link to Bristol and Taunton, and beyond, on newly rebranded Great Western Railway line. There are also early morning direct trains to and from London Paddington.

5.4 Town Centre: Burnham-on-Sea town centre stretches from the 14th Century church of St. Andrew’s at the north end of Victoria Street to the large car park on the corner of Pier Street and South Esplanade. It consists of the spine roads of Victoria Street and High Street, punctuated at intervals by east-west roads and alleys, most of which lead to Oxford Street on the east or the Esplanade at the west. In addition, the area between Manor Road, Victoria Street and Princess Street is included in the town centre boundary as defined by SDC.

5.5 Victoria Quarter: The east side of Victoria Street and the south side of College Street define an area of the town centre with significant historic importance and some attractive architecture. This area is known as the Victoria Quarter. This is the

¹ Sections 5.2 to 5.7 are taken from the draft Town Centre chapter of the Burnham-on-Sea and surrounding areas Neighbourhood Plan

location of the cinema and theatre, majority of community halls, banks and artisan traders. Development throughout the town centre is dense, usually of two or three storeys, with few opportunities for infill but several for sympathetic redevelopment. College Street is a wide street, with the properties on the north side set back behind deep forecourts. This affords long views of the stuccoed terraces on the south side of the street from the Esplanade. The public realm has not always been developed sympathetically. On Victoria Street, former front gardens now form the forecourts of commercial properties; an early twentieth century postcard shows an elegant avenue of trees giving the appearance of a boulevard.

5.6 Heritage/built environment: The layout of the town centre area is Victorian and many of the buildings date from the 19th and early part of the twentieth century. These include the majority of the shops, the Banks and the Baptist and Methodist chapels in College Street. Later redevelopments have not always been sympathetic – 27/29 (Hurleys) and 47/53 (Peacocks) High Street are examples as they dominate the area. On the other hand, the development of Victoria Court behind 5-9 Victoria Street is a good example of sensitive infill.

5.7 Sea Front: The Esplanade is the sea front of the resort town. It gives the conservation area a strong linear character; the various stuccoed buildings along the sea front form an attractive overall composition framed by two quadrant terraces to the north and the Reed's Arms Hotel to the south. The Esplanade Pavilion provides the central focus for the Esplanade walk. Both the Esplanade and Marine Cove pocket park are important public open spaces. Development along the Esplanade is dense, usually of two or three storeys. Again there are few opportunities for infill but several for sympathetic redevelopment.

The vast majority of the Esplanade also dates from the 19th and early 20th Centuries. Five additions from the latter half of the 20th Century are prominent in the landscape.

- a) Vicarage Court (which replaced the Atlantic Hotel) on the corner of Vicarage Street is a three storey brick building of no particular architectural merit.
- b) College Court (which replaced the former St. Andrew's Primary School) on the corner of College Street. This is also a three storey brick building but, with



details such as arched window frames and gabled roofs, it does make an attempt to fit in with the predominant styles of the existing buildings.

- c) Sunspot Amusements (attached to the Reeds Arms) – a modern amusement arcade which is entirely out of keeping with its surroundings.
- d) Modern extensions to the early 20th Century Pavilion which cover its entire frontage.
- e) The Sea Wall. Constructed in the early 1980s from reinforced concrete. The height of the wall and limited viewing platforms means that the access views permeability is compromised.

5.8 Public realm: There are limited opportunities for quiet reflection and rest within the town centre, the primary area of public realm within the Burnham conurbation. There is only one public realm space [junction of Abingdon Street], which is particularly windswept and two recreational spaces: The formal Marine Cove gardens on the seafront and the small park at Manor Gardens/Crosses Pen.

5.9 The Town Council recently (2015) funded the creation of a designated events space on the High Street. This space has been used by event organisers. Four events have taken place on the space in 2015 (in addition to the monthly farmer's market) of these two were run by the Town Council and all were funded by them. The largest event in the town centre uses the roads in the Victoria Quarter which has wider vistas and less resistance from adjacent businesses.

6 Context: Community

6.1 Burnham-on-Sea is a coastal town located in the district of Sedgemoor. It has a population of 14,200 people which equals just over 12% of those living in the district. The population has increased by only 3% over the past decade.

6.2 The age structure in Burnham-on-Sea differs from that in Somerset and the wider South West. Burnham-on-Sea's population is considerably older than the rest of the district and the county and even nationally: nearly 30% of Burnham-on-Sea

residents are 65 or older comparing with 20.5% in Sedgemoor, 19.5% in Somerset and 16.5% nationally.

The following table gives the age profile data for Burnham-on-Sea and the regional and national comparisons.²

Age Group	Burnham-on-Sea	Sedgemoor	Somerset	South West	England
0-15	14.68%	18.04%	18.19%	17.58%	18.91%
16-24	8.52%	10.29%	10.44%	11.29%	11.86%
25-44	19.44%	22.42%	22.93%	24.61%	27.53%
45-64	27.79%	28.78%	28.89%	26.94%	25.37%
65-84	23.78%	17.63%	16.36%	16.67%	14.11%
85+	5.78%	2.85%	3.19%	2.91%	2.23%
All ages	14,200	114,588	519,972	5,288,935	53,012,456

6.3 Whilst the local area is subject to a rapidly ageing population, the wider conurbation of Burnham and Highbridge has been the scene of significant growth since 2005. Spurred on by demand from the Bristol and Somerset Travel to Work areas, over 1,000 new homes have been built in the immediate areas in the past decade, as well as new supermarkets and a significant increase in industrial and commercial space in the neighbouring Isleport Business Park. In part, this vibrancy offsets the challenges with an aging population in the immediate town centre area, and partially explains the relatively strong performance of the town centre in terms of occupancy rates and independent traders.

6.4 Jobs

The following table³ shows a split of all of those in employment between different occupation groups. Burnham-on-Sea has a higher proportion of Managers, Directors and Higher Officials than the district, county or even the country. Number of Process, Plant and Machine Operatives is slightly lower than for the whole district, but much higher than the county or region which shows strong industrial trade across

² ONS Census 2011

³ ONS Census 2011



Sedgemoor. As expected the proportion of jobs within service and leisure industries is higher than county or national level.

Professional and Technical Occupations although in line with the rest of Sedgemoor are lower than the rest of Somerset and much lower than the rest of the country. Also Elementary Occupations take up much higher proportion of jobs comparing with the region or nationally.

	BOS	BOS	Sedgemoor	Somerset	South West	England
1. Managers, Directors and Senior Officials	680	11.13%	10.95%	10.95%	11.06%	10.87%
2. Professional Occupations	768	12.57%	12.98%	14.76%	16.51%	17.49%
3. Associate Professional and Technical Occupations	579	9.48%	9.81%	10.87%	12.12%	12.79%
4. Administrative and Secretarial Occupations	683	11.18%	10.44%	10.20%	11.00%	11.46%
5. Skilled Trades Occupations	857	14.03%	14.43%	15.00%	13.40%	11.36%
6. Caring, Leisure and Other Service Occupations	706	11.56%	10.64%	10.69%	9.78%	9.33%
7. Sales and Customer Service Occupations	565	9.25%	8.23%	8.07%	8.42%	8.42%
8. Process, Plant and Machine Operatives	528	8.64%	9.53%	7.92%	6.69%	7.19%
9. Elementary Occupations	742	12.15%	12.99%	11.55%	11.03%	11.10%
16-74 in employment	6,108		54,540	256,755	2,560,384	25,162,721

6.5 Education

The population of Burnham-on-Sea benefits from higher than national vocational and technical qualifications. The level of apprenticeships is noticeably higher than in the county or region and significantly higher than national level.

Although Burnham-on-Sea benefits from higher than national technical qualifications the area falls behind the county, region and the country with regarding to higher level qualifications (only 31% of Level 3 and above compared with 39% nationally).



Additionally Burnham-on-Sea suffers from much higher than national or even county level of people without any qualifications.

The following table presents the local data for educational attainment and compares this regionally and nationally⁴.

	BOS	BOS	Sedgemoor	Somerset	South West	England
Level 4 and above	2428	20.04%	22.12%	25.62%	27.37%	27.38%
Level 3	1352	11.16%	11.82%	12.07%	13.19%	12.35%
Level 2	1927	15.91%	17.09%	17.19%	16.38%	15.22%
Level 1	1808	14.92%	14.71%	13.74%	13.60%	13.29%
Apprenticeship	627	5.18%	4.67%	4.46%	4.28%	3.57%
Other Qualifications	570	4.70%	4.53%	4.52%	4.47%	5.73%
No Qualifications	3403	28.09%	25.06%	22.41%	20.70%	22.46%
all 16+ residents	12115		93,922	435,382	4,359,257	4,298,9620

7 Context: Economy

7.1 Burnham on Sea acts as a primary service centre for the coastal area of Sedgemoor. As such, it is heavily weighted towards retail and service activity, complementing neighbouring Highbridge's focus on manufacturing and logistics. The town centre (as defined by this Economic Plan) is made up of 214 businesses, 74.2% of which are independently owned. There are 9 vacant properties giving a 4.2% vacancy rate (at January 2016) versus a south west average of 10.2%⁵. Burnham-on-Sea was reported as having the 5th lowest vacancy rate nationally in the same report⁶.

⁴ ONS Census 2011

⁵ 12th Local Data Company Retail Summit H1 September 2015

⁶ 12th Local Data Company Retail Summit H1 September 2015



7.2 Labour market

Although the working age group in Burnham-on-Sea is smaller compared with the district, county and even nationally, the unemployment rate is lower than in most of those areas. The proportion of economically active residents is lower comparing with the district, county and nationally. The proportion of retired population is especially higher than anywhere else in the district or nationally, which is a major issue for the town. The table below provides the detailed data for the local labour market and its comparisons regionally and nationally⁷.

	BOS	BOS	Sedgemoor	Somerset	South West	England
Economically active	6,453	65.57%	69.92%	70.77%	70.29%	69.91%
employed	4,958	50.38%	52.12%	52.97%	52.55%	52.34%
self-employed	960	9.76%	11.51%	12.27%	11.23%	9.76%
unemployed	300	4.65%	5.13%	4.21%	4.66%	6.26%
student	235	2.39%	2.71%	2.55%	3.23%	3.44%
Economically inactive	3,388	34.43%	30.08%	29.23%	29.71%	30.09%
retired	2,238	22.74%	17.03%	17.04%	15.85%	13.68%
student	252	2.56%	3.37%	3.52%	4.90%	5.80%
looking after home	307	3.12%	4.05%	3.66%	3.71%	4.36%
long-term sick or disabled	397	4.03%	3.98%	3.49%	3.59%	4.05%
other	194	1.97%	1.65%	1.51%	1.67%	2.19%
16-74 total	9,841		82,903	381,185	3,856,715	38,881,374

7.3 Unemployment

The latest Job Seekers Allowance [JSA] count shows only 25 people claiming the benefit (December 2015). It represents only 0.25% of the entire working age population in Burnham-on-Sea (16-74 age group). That is much lower than nearly 1% for Sedgemoor and much lower than national figure of 1.3%. All of the JSA Claimants in Burnham-on-Sea were unemployed for less than 6 months comparing with 65% in the county and 58% nationally.

⁷ ONS Census 2011



The following table illustrates the local employment statistics and compares regionally and nationally⁸.

	BOS	Sedgemoor	Somerset	South West	England
All Ages	25	795	2,555	31,230	495,240
18-24	5	140	440	5,490	150,725
25-49	5	440	1,370	17,195	216,875
50+	15	215	740	8,495	127,190
JSA %	0.25%	0.96%	0.67%	0.81%	1.27%
16-74 total	9,841	82,903	381,185	3,856,715	38,881,374
claiming less than 6 months	25	66.0%	65.4%	66.2%	58.0%
claiming over 6 months	0	15.7%	16.4%	14.2%	14.6%
claiming over 12 months	0	17.6%	18.2%	19.7%	27.4%

Currently there are only 300 people in Burnham-on-Sea actively seeking employment which for a town this size is not many. Although the unemployment data suggests that the town is doing great it might be an issue in the future for any new businesses moving into the town.

7.5 Visitor numbers and profile

Burnham is a popular holiday destination being part of the second longest stretch of sand in Europe and having one of the continent's largest concentrations of caravans. As with many of the UK's seaside towns, its popularity grew in Victorian times, bolstered by factory workers' outings.

Within easy reach of the M5, it continues to attract significant numbers of domestic visitors, many of whom are repeat visitors, in the summer. The last year for which SDC has figures for the town is 2014, when South West Research Company

⁸ NOMIS

recorded 79,000 staying visitor trips and 932,000 day visits. It has all the ingredients expected of a coastal resort such as a pier, donkey rides and cafes as well as the bonus of a lighthouse on legs.

The visitor-spend per head is £31.50 (Per visit, spent on shopping, food & drink and attractions/entertainment excluding travel and accommodation)⁹. Data shows that in 2014 1,000 jobs were supported by visitor related spend and in that period visitor related spend was £45.2m¹⁰. The issue faced is that too much money is retained inside holiday parks. The town benefits only slightly. The town is badly adapted to providing for other, more contemporary forms of tourism e.g. water sports, nostalgic staycations, nature enthusiasts, healthy activities and has limited wet weather options.

8 Related initiatives

8.1 The Princess Theatre & Arts Centre is owned & managed by the Town Council. It is a centre for cultural activities and sits very well alongside the well patronised independent cinema. It has ambitions to increase the diversity of its programming and reduce its subsidy.

8.2 The adult education centre [Somerset Skills & Learning] has recently changed from being a County Council run service to becoming an independent CIC.

8.3 The town centre has benefited from a Section 106 Agreement that was a planning obligation after an application to extend the local Tesco supermarket, it was designed mitigate the impact on the town centre businesses. The investment of which is colloquially referred to as the Tesco project. The project is being managed by the Town Council. The agreement was for £440,000 of funding to defined and committed projects. The project runs until April 2017.

8.4 There are two large vacant properties within the defined area. These are the former Job Centre (733m²), vacant since 2008, and a recently vacated Morrisons

⁹ Value of Tourism, 2014

¹⁰ Value of Tourism, 2014



supermarket (2110m²). There is also a vacant lot [formerly Tuckers Garage] which has planning permission for new build flats.

There are granted planning permissions for large home building schemes on the town's perimeters. These would see an additional 550 homes built in Highbridge. There is a current Local Plan consultation for home building on the flood plain/ water meadow surrounding the town. This could see up to 2,000 new homes built.

8.5 SDC's Economic Development Strategy (published in 2015¹¹) provides a fifteen year blueprint for the District's economy, establishing a clear path through which Sedgemoor can thrive and grow.

The strategy sets out the core long term objectives and ambitions for Sedgemoor's economy: maximising investment attractiveness; improving the dynamism of the local economy; addressing long term challenges in our labour market; and ensuring that Sedgemoor's communities all benefit from increasing economic prosperity. The strategy places a strong focus upon ensuring that recent investment and employment growth is sustained, whilst we do not lose sight of the strong offer of our environment nor the need to make the most of the talents and potential of our residents, regardless of age or status.

The strategy has four themes, Leadership, People, Business and Place. The two relevant to the economic plan for Burnham-on-Sea are business and place:

- Growing existing and attracting new businesses to achieve sustainable economic growth, create jobs and raise the District's overall competitiveness;
- Utilising and enhancing our towns, villages and rural areas to create places which thrive, drawing upon our excellent environmental offer and strong visitor offer.

Within each of these themes there are a series of objectives (seven in total) with associated actions. Below are the relevant objectives and actions:

- Objective 3 – Competitive business

¹¹ <http://www.sedgemoor.gov.uk/CHttpHandler.ashx?id=14895&p=0>



- Renew activity with the District's tourism and leisure businesses; expand the quality and breadth of offer available within Sedgemoor
- Work closely with the District's retail sector, seeking to expand the quality and breadth of offer available within the District's retail centres and create the conditions for future growth
- Work with the public and private sector within Sedgemoor to market the District as a place to live, visit, learn, invest and do business, enhancing and improving its image
- Objective 7 – Supporting our towns, villages and rural communities
 - Seek to enhance Burnham-on-Sea as a destination for both visitors and businesses, attracting investment into the Town's centre and sea front, as well as wider environs
 - Seek to build on the attractiveness of the rural environment within Sedgemoor, working with the Tourism, Leisure, Agricultural and Food and Drink sectors to develop appropriate sustainable tourism and business offers within the District's key rural settlements

C CCT Plan

9 Ambition

The first step for Burnham-on-Sea is acceptance:

In order to succeed as a town by the sea we need to accept and embrace that we are a seaside town, by showing a reverence and clear references to our seaside heritage.

9.1 Vision

Our vision is to maximise the economic performance of our town and our seafront. We will celebrate our uniqueness. We will create a sense of place: a place where people want to live and choose to spend their time. We will maximise the potential of existing assets and resources.

9.2 Mission

Burnham-on-Sea is a seaside town with a significant resident population. We provide a day-out that reminds people of their childhood holidays and a legacy of new memorable experiences. We offer our residents a town centre that meets their retail, services and leisure needs. We will be a town that encourages residents to try new things, where people have a diverse leisure experience of events, cultural and sporting activities and where positive changes are welcomed. Whatever we do, it will contribute to improvements in the health and wellbeing of our residents and visitors.

9.3 Goals

Our Mission guides the delivery of our Goals in line with our Vision. This is what we aim to achieve.

- i. We will create a modern retail and leisure experience that meets the needs and aspirations of the residents and tourist visitors 52 weeks a year.*
- ii. We will have accessible and attractive public spaces. It will be a vibrant place, appealing to a range of people during the day and after dark.*



- iii. *We will embrace the arts and become a known centre for performing, creative and experiential events. This will include literature, music, dance, theatre, culinary, media and visual arts.*
- iv. *We will have a clear and consistent brand identity adopted by various groups and organisations as an accurate and inspirational representation of Burnham-on-Sea.*
- v. *We will grow the visitor economy to increase its value and contribution to the local economy.*
- vi. *We will encourage physical activity; adapting landscape and public realm assets to ensure access for all and building in appropriate recreation facilities.*
- vii. *We will be brave: Burnham-on-Sea will be a town that encourages residents to try new things.*

9.4 Objectives

These objectives are underpinned by a long list of tasks that have been developed through the production of this economic plan and can be supplied on request.

- a. *We will maintain the vacancy rates in the town centre at <5%, we will seek to diversify the mixture of retail and leisure within the town, we will have a published events calendar, we will extend the civic pride programme and we will promote programmes to increase the quality of customer service.*
- b. *We will take forward appropriate regeneration projects that create a sense of place, maximise on our natural assets and improve the connection of the town centre to the sea: these will be measured by qualitative feedback and footfall flows counts.*
- c. *We will develop, write and publish a public art strategy.*
- d. *We will commission a brand identity for the town.*
- e. *We will develop, write and publish a local tourism strategy and we will develop our night-time economy to accommodate a wider range variety of activities and appeals to a wider demographic.*
- f. *The Town Council will review its discretionary grant scheme and provide a guidelines for grants in Burnham-on-Sea town centre that aligned with its vision for the town.*



This visual demonstrates the connectivity between our Vision, which leads to our Mission, the Goals we are aiming for and the Objectives to deliver this.



10 Needs of the community and intentions of the team to meet them

This section is presented in a table. The left hand column details the socio-economic needs of the local community. The middle column gives the objective reference that meets that need. The right hand column gives the measurement technique for that need, opportunity or objective.

Socio-economic needs of the community	Opportunities outlined in objectives	How will we measure this?
Economic		
Adding to property values in the form of enhanced capital values and higher rental returns	a, b and e	Residential property prices Commercial property prices Residential rental prices Commercial rental prices Land Registry comparisons Focus Property Intelligence Plc
Increasing occupancy of commercial premises	a	Square metre vacancy units as a percentage of total Number of vacant units as percentage of total Local knowledge and Experian Goad
Placing developments above the competition and adding prestige	a, b and f	% floor space in A1 retail use % of floor space in multiple retailer use
Attracting more mixed use development and hence better local facilities	a, b and e	Proportion of floor space taken up by different uses Data provided by SDC Economic Development Team

<p>Increasing visitor numbers and visitor spend</p>	<p>a, b, c, d, e and f</p>	<p>Visitor numbers:</p> <p>Annual footfall</p> <p>Number of staying visitors</p> <p>Bed nights</p> <p>Visitor spend</p> <p>Footfall surveys</p> <p>Visit Somerset for bed night data</p> <p>Bespoke visitor and trader survey</p>
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Social		
<p>Creating well connected places, increasing pedestrian use and hence increasing opportunities for social change</p>	<p>a, b and f</p>	<p>Number of additional connections created</p> <p>Number of additional connections improved</p> <p>Five C's described in the Urban Design Compendium¹²</p> <p>Connections – do good pedestrian routes connect the places where people want to go?</p> <p>Convenience – Are routes direct, and are crossings easy to use?</p> <p>Convivial – Are routes attractive, well-lit and safe, and is there variety along the street?</p> <p>Comfortable – What is the quality and width of the footway, and what obstructions are there?</p> <p>Conspicuousness = How easy is it to find and follow a route? Are there surface treatments and signs to guide pedestrians?</p> <p>Assessed by SDC town planners and pedestrian and footfall surveys</p>

¹² Urban Design Compendium, English Partnerships/Housing Corporation Llewelyn-Davis



<p>Providing better opportunities for community involvement</p>	<p>a, b, c and g</p>	<p>The Urban Design Compendium stresses the need for public realm that encourages social interaction by means of creating</p> <p>Focus Activity Zones – nodes of activity, complemented by quiet zones for rest and people watching</p> <p>Uses in and around the space – Introducing activity sources such as street performers, markets, theatres etc.</p> <p>Build in Versatility – designing vertical spaces that enable different people to enjoy different activities in the same space as far as possible</p> <p>Routes through space</p> <p>Stimulating the senses – touch, sound and smell</p> <p>Evaluate by town planners, footfall counts and planned observation and visitor surveys assessing satisfaction and enjoyment</p>
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<p>Encouraging community lead projects, e.g. festivals, street parties etc.</p>	<p>a, b, c and g</p>	<p>Planning for real events</p> <p>Community liaison panels</p> <p>Community art competitions</p> <p>Public realm projects should be community led, the design process should consider</p> <ul style="list-style-type: none"> • Local views and initiatives • Local history and custom • The views of other stakeholder groups and individuals • Organisation or institutional arrangements • The policy context
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<p>Increasing access to places and making public realm places more inclusive</p>	<p>a, b, c and f</p>	<p>Number of walking routes that are fully accessible to all</p> <p>Signposts are visible to those who are mobility impaired</p> <p>Sustainability framework indicators</p> <p>Develop a detailed movement framework to establish</p> <p>How routes from the new site will knit in with the existing infrastructure</p> <p>The provision made for all forms of movement, with positive discrimination in favour of walking, cycling and public transport</p> <p>How the development can benefit the area as a whole</p> <p>How movement will be provided for at all stages in the development</p> <p>Observation, footfall and traffic counts will all be informative</p>
<p>Creating a better external environment for conducting business</p>	<p>b and f</p>	<p>Number of people doing business in “public spaces” – measuring using surveys of businesses</p> <p>Public realm improvements should result in better business performance in the area. This can be directly measured by using indicators such as the number of people doing business in public spaces or indirectly using the general indicators of business performance</p>

Increasing natural surveillance and improving personal safety	a, b and f	<p>Fear of crime</p> <p>Number of reported crimes</p> <p>Local authority – quality of life indicators</p> <p>Building in safety-</p> <p>Ensuring natural surveillance and human presence</p> <p>Minimising conflict</p> <p>Design in territoriality and community involvement</p> <p>Assessed by observation</p> <p>Visitor surveys before and after the develop to monitor fear of crime</p>
Encouraging more activity, particularly after hours	a, b, c, e and f	<p>Footfall</p> <p>Opening hours</p> <p>The increase in activity after hours could be monitored using two key statistics:</p> <ul style="list-style-type: none"> • Footfall in target area measured before and after • Opening hours of shops/restaurants before and after
Reducing crime	a, b and f	www.crimestatistics.org.uk
Supporting partnerships and bringing local communities together	b, c, d and g	Resident surveys



Boosting civic pride	a, b, c, d, e and f	Measured before and after using visitor surveys which ask residents a series of questions relating to the target area. A 1 to 10 rating is often effective
Environmental		
Creating Beauty and Delight	a, b, c, d and f	Perceived attractiveness of area Conduct baseline and follow-up surveys with visitors in the targeted area
Encouraging greater pedestrian and cycle use	b and f	Pedestrian footfall surveys Cycle counts Number of cycle parks Km of cycle friendly lanes/cycle friendly roads Km of walkways
Greening the urban environment	b and f	The Urban Design Compendium describes the necessity to provide a variety of open spaces. Public spaces needs to provide: <ul style="list-style-type: none"> • Parks within walking distance of the majority of homes • Connected to other spaces to form a network • Balancing human access with wildlife shelter
Improving the old and creating a new heritage	a, b, e and f	Look to English Heritage for guidance on metrics



<p>Providing opportunities for art and culture</p>	<p>a, b, c, d and g</p>	<p>The Urban Design Compendium recommends preparing a public art strategy which identifies the locations and types of work and provides a framework for commissioning artists and seeking funding</p> <p>Examine the extent to which the public art strategy has been successful in delivering public art in the area.</p> <p>How well the public art strategy links to creation of local identity, distinctiveness and heritage</p>
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11 Analysis

The structures of sections 11.1 to 11.12 are inspired by headings from two sources¹³.

11.1 Context

- Buildings are a mixture of styles and some are not ideally suited to current use and don't conform to modern standards;
- Absence of open space (with the obvious exception of the beach) within the town centre, no natural centre or heart;
- Passing trade favours the High Street;
- Due to street scene design issues there is an invisible glass wall across College Street which restricts pedestrian flow northwards;
- Connectivity and pedestrian flow between the High Street and Victoria Street and Esplanade is poor;
- The Esplanade is a pleasant walk on the seaward side but many of the residential properties on the inland side are in a poor state of repair and they do not form a coherent narrative;
- The beach is mainly sand but has patches of deep sinking mud. The tidal range is enormous and for some of the day the sea is out of sight.

11.2 Identity

- The town does not have a clear identity;
- Some buildings are designed to be public facing [Ritz Cinema] and have a clear identity, the Princess Theatre and Arts Centre does not have a clear public identity on the street due to its conversion and limited budget;
- There is no consistent aesthetic or design language for the town centre;
- The conservation area is not protected by planning decisions

¹³ Understanding Places by Locality & Building Community 2012 and Making Buildings Work for Your Community: Design, Refurbishment and Retrofit by The Asset Transfer Unit delivered by the Development Trusts Association in association with Community Matters and the Local Government Associations, funded by Communities & Local Government 2010

11.3 Character

- The Esplanade makes this a seaside town;
- The mixture of Georgian, Regency and Victorian architecture shows that its heyday was in the past;
- There is nothing in the architecture that says “this is Burnham-on-Sea and you couldn’t be anywhere else” except the Pavilion;
- The majority of buildings are two or three storeys;
- The surrounding land is flat – you can see Glastonbury Tor (14.3 miles away) from the 2nd floor office of one town centre business.

11.4 Quality of the built environment

- There is a mix of building materials in use throughout the town centre, it is predominately brick or rendered facades;
- There has been an increase in street furniture as a consequence of moving to retro-style LED lighting columns, more were needed to get the desired lumen level at ground level;
- The quality of street furniture within the SDC defined town centre is high after a recent renewal. This is not the case on the Esplanade with time-past columns, missing cowls and extreme rusting;
- Planting in and around the town centre is 21st Century municipal planting with little imagination or creativity. There is no evidence of trends such as Incredible Edible, prairie etc.;
- There was an attempt to create some public realm at the junction of Abingdon and Pier Street. The corner is very windy and the fountain, grass, benches and flag pole area are used principally in the height of summer;
- The town is positioned ideally to enjoy magnificent sunsets over the estuary. This is compromised by the height of the seawall which obscures the view from anyone in a wheelchair or under 4ft. It is acknowledged that the seawall is a vital part of the town’s defences against inundation from the sea;
- In order to access the beach the majority of access points involve steep steps. This impairs those with heightened mobility needs. There are two sloped

access, one near the Pavilion and the other via the jetty involves passing the warning not to “pass this point”;

- Throughout the town centre and Esplanade there are a variety of lighting types and styles. The High Street and Victoria Street are in a Victorian style and were installed in 2015. The Esplanade lighting columns are past their use by date (25 years). They are in a Victorian style and have not weathered well at all. Lighting levels in the park [Manor Gardens] are low. There are no decorative lighting features.

11.5 Connectivity & Legibility

- Signage around the town centre has recently been improved through finger posts and location maps;
- There are major issues with the signage between the Esplanade and the High Street/Victoria Street and the surrounding car parks into the town;
- At the Burnham-on-Sea motorway junction there are three brown Highways signs which all are for attractions and tourism destinations outside of Burnham-on-Sea;
- In 2015 a series of place maps were installed in and around the town centre. These were designed by a local artist. They used tools such as landmarks to help with self-orientation;
- The majority of the town is two parallel roads with the triangle of the Victoria Quarter to the north. There is an invisible glass wall across College Street with habitual visitors using one end of the town or the other. This can be seen when tourists have walked from the main car park up the High Street and reach the junction with College Street – they turn around at the point¹⁴;
- There is no signage from the town centre to areas outside of the town centre for pedestrians. The new place maps do include other attractions outside of the immediate area.

¹⁴ Vehicle and Pedestrian Movement, October 2007 Halcrow Group Limited SDC and footfall counts conducted by the Town Centre Manager on August Bank Holiday 2015

11.6 Access

- Many café and restaurant owners would like to have outside seating but due to Highways restrictions on pavement widths this is not possible for the majority;
- Many retail units struggle to provide easy access for those with heightened mobility needs.

11.7 Ease of movement

- The provision of dropped kerbs is good but the slope on some pavements in the primary retail area causes problems to some with impaired mobility;
- In the peak summer season the pavements are congested;
- There is some seating on the Esplanade; this is in the form of traditional park benches layout out in a linear fashion. On the North Esplanade the majority are positioned on raised sections in open sided shelters. On the South Esplanade all are at ground level with no provision for seeing over the seawall, some are in open sided shelters;
- Seating in the town centre is well used and of the traditional park bench variety;
- There is only one accessible access to the beach at approximately 0.3 miles from one end and 0.7 miles from the other. Remaining access points are via steps;
- The town is generally easy to get around on foot with no steep slopes, average width road junctions and traffic lights on the one major road;
- Cycling is popular. Cycle racks are regularly full and pelotons of cyclists are seen arriving in the town from lengthy cross country races¹⁵;
- Public transport is expensive and complex¹⁶. The train station is located in Highbridge and the timetabling of the buses seems set up to frustrate with buses leaving just as the train pulls in;
- When arriving at the major roundabouts on the approach to Burnham-on-Sea town centre the majority of signs are for attractions outside of the local area;

¹⁵ <http://www.burnham-on-sea.com/news/2015/coast-to-coast-cycle-ride-21-06-15.php>

¹⁶ <http://webberbus.com/buses/>



- Within the area concerned for this plan there are two pedestrian [zebra] crossings (Princess Street and Esplanade) and two lights controlled crossing [pelican] (Pier Street and Esplanade). The rest of roads do not have devices to assist pedestrians;
- Overall, due to the limited amount of green or open space in the public realm there are limited paths created by “lines of desire”.

11.8 Flexibility

- There is no natural town square or open space within the town centre so any event requires a road closure;
- The configuration of the streets, lack of rear access and traffic flows mean that any pedestrianisation would be complex;
- The Princess Theatre & Arts Centre has internal configuration issues which makes its uses and adaptability limited;
- The town centre is a mixture of retail, leisure and service units;
- The mix of units and their trading patterns creates a town that effectively closes at 5pm. By then the majority of shops and cafes have closed; the restaurants haven't yet opened for the evening and this leaves a dependency on bars for leisure. Some shops still close for half days on a Wednesday or if footfall is low. 47% of retailers did not open on a Sunday in December 2015;
- The layout of the town means that there is not an abundance of open spaces or quieter contemplative spaces within the town centre. There has been extensive design master planning, but none has been implemented;
- The designated events area is constricted by retailers and narrow pavements. Using it means a road closure application, diversions, loss of car parking and disrupted delivery schedules. The area is surrounded by retailers and they often voice their opposition to any event involving outside traders coming i.e. markets;
- The neighbouring town [Highbridge] has seen multiple planning applications for change of use from retail to residential. This has changed the look and feel of the street scene. The town centre already has a large number of residential properties (approximately 400);

- Two of the vacant properties (Morrisons and the Old Job Centre) have very large square meterage and are proving hard to let in their present configuration. The Job Centre has signs of exterior and interior dilapidation.

11.9 Resources

- The town centre area is deemed as having a high risk of flooding from rivers or sea by the Environment Agency¹⁷;
- Whilst the visible risk of sea water inundation from the beach is obvious one, the risk from surface water flooding is more likely with large areas of paving, limited or no front gardens and a steady slope from the Esplanade towards the town centre retail area;
- The town centre businesses use a combination of approved waste contractors to dispose of rubbish. Many of the residential properties within the town centre do not have gardens and so domestic waste is black bagged and left on the street for collection;
- Like many seaside towns we have a growing population of herring gulls, with the associated antisocial behaviour, noise and waste.

11.10 Management & Maintenance

- The town centre has a funded TCM [Town Centre Manager] (until April 2017);
- The local district council are contracted to provide street cleaning and horticultural maintenance;
- The lighting ownership on the Esplanade is split between the county and district councils. This means there are some issues with consistency and maintenance;
- A small number of landlords own the majority of properties within the town centre. Whilst this gives fewer points of contact to deal with it does mean that any disagreement to a scheme or change has larger repercussions than a single voice.

¹⁷ <http://watermaps.environment-agency.gov.uk/wiyby/wiyby.aspx?&topic=floodmap#x=357683&y=355134&scale=2>



11.12 Delight

- Burnham-on-Sea has some old-world charm and a few architectural gems;
- Without the beach and westerly views its physical appeal would be severely compromised;
- It's a destination of choice for many retirees so it is fair to assume people feel comfortable;
- "It is where I live and my home town is the best place to shop in", "It is a nice friendly and safe place to shop", "It's a very pretty and welcoming little town, with a lovely sense of community", "It's the place to be for local independent shops and loads of variety" and "You find all you need within half a mile, and customer service with a friendly smile."¹⁸

11.13 SWOT [Strengths, Weaknesses, Opportunities and Threats]

This section summarises the strengths and weaknesses of Burnham-on-Sea in economic terms. It then goes on to identify the opportunities presented by external drivers that match with the needs identified in the weaknesses. The threats are those presented by competition from within the area or drivers that could have a negative impact on the area.

Strengths	Weaknesses
<p>Low vacancy rate</p> <p>Healthy mix of leisure and retail</p> <p>Tradition of factory fortnights and next generation holiday makers</p> <p>Growing local population</p> <p>High level community engagement</p>	<p>No focal point in the town centre</p> <p>Lack of outdoor seating for visitors to cafes/restaurants</p> <p>Poor linkages between the High Street and Esplanade</p> <p>Poor connections between daytime and evening economy</p>

¹⁸ Monique Wellman-Mason, Adam Helland, Mitchell Rickards, Juliet Oestreich and Sarah Sparkes all: 2013 Spot the Odd Item Competition

<p>Low level of crime</p> <p>Thriving arts scene</p> <p>Diverse offer for visitors</p> <p>High percentage of independent businesses</p> <p>Established local events</p>	<p>Lack of accessible access to beach</p> <p>Disparity in footfall between different areas of the town</p> <p>Park is separated from the town centre by a busy road</p> <p>Low wage levels</p> <p>Inflexible opening hours</p> <p>Disparity in footfall between different areas of the town</p> <p>Underused first floor, poor maintenance, lack of modern premises</p> <p>Unappealing shop frontages</p> <p>Some buildings are not ideally suited to current use and don't conform to modern standards</p>
<p>Opportunities</p>	<p>Threats</p>
<p>Growth of UK staycations</p> <p>High level of civic pride</p> <p>Differentiate on arts, seaside and independents</p> <p>Growth in cycling, walking and other active holidays</p> <p>Shop local initiatives</p>	<p>Digital economy</p> <p>Ageing Population</p> <p>Lack of skilled workers locally</p> <p>Out commuting</p> <p>Lack of co-ordination for events</p> <p>Lack of clear brand</p>

Extending the traditional season	Outdated accommodation
Experiential economy	Out shopping due to lack of anchor brands
Hinkley Point C	
Embrace changing shopping habits	

11.14 Outline implications of the SWOT

11.14.1 The outline SWOT analysis above sets out a broad brush appraisal of the socio economic and local conditions in the Burnham-on-Sea area. Critically, Burnham-on-Sea benefits from a range of positive attributes, from relative strengths in its retail mix, in its cultural and tourism offer and in being located within an area of relative rapid growth.

11.14.2 However, the town continues to struggle with a number of localised challenges, and issues inherent within the wider UK coastal environment. The offer within the town is in need of modernisation, though some action has been taken; the demographic of the town is ageing unlike other places within the district; and there is a disparity between the relative wealth of the surrounding area and the low wage offer in the immediate town centre. The high percentage of independents means that the town centre is resilient to some shifts in market trends, such as a move to out of town retailers, but is threatened by a lack of priority investment into digital retailing technology. As such, the town centre is in need of a multi strand, multi-faceted approach to address both modernisation and wider socio-economic disparities with the greater Somerset area.

11.14.3 Looking ahead however, there are significant opportunities. The Somerset coast is well positioned to benefit from increased value of tourism activity in the Somerset area, whilst a preponderance of independent stores and retail variety in Burnham-on-Sea leaves the



town less exposed than perhaps similar locations to ongoing economic shifts in the market. As set out though, these opportunities will need to be juggled with wider challenges around ongoing demographic change, lack of consistent messaging and an aging offer.

12 Data

Please see separate document



D Delivering the Plan

This section of the plan will demonstrate how the plan will be achieved. It demonstrates what the CCT intends to achieve, the priority projects and the how we intend to deliver the plan.

13 Key projects and/or bodies of work

This section focuses on a high level description of the key projects that are discrete pieces of work showing CCT role, indicative partners and timescales. This does not cover all the objectives but connections some under broad themes.

Project	High Level Description	CCT role	Main Partners (not an exhaustive list)	Timescale
1	External promotion of retail, leisure and experiences links with brand identity	Consultee	TCM, Groups, Chamber, Town Council	Strategy and methodology set within 6 months
2	Physical frontage improvements, car parking strategy	Consultee	TCM, Chamber, SDC, Town Council, North Sedgemoor History Group	Negotiations over forward approach by Autumn 2016
3	Signage, way finding, Highways signs etc.	Consultee	TCM, Highways, Chamber, Town Council	Negotiations and agreement reached for delivery reached within 12 months
4	Regeneration projects within the town centre	Enabler	TCM, Highways, Chamber, Town Council, Residents, District & County Councils, Somerset Skills & Learning, Library services	Discussion and identification of key schemes within 6 months

5	Arts	Consultee	TCM, Ignite Somerset, Princess Theatre & Arts Centre, Town Council, Somerset Arts Weeks, HABA, North Sedgemoor History Group	Trajectory set agreed within 12 months
6	Tourism Strategy	Consultee	TCM, BiARS, SDC, Town Council, Visit Somerset	Plan completed within 12 months

14 Short term goals/actions

This section details what the team will achieve in the next 6 months.

Short Term Goal/Action	Links to Project	Links to Objective	Aim and Rational
Produce plans of retail and business mix within the town centre	1	a	By being able to see what the current blend of retail and leisure experiences are we can encourage new concepts and target the categories that are underrepresented
Agree a brand identity for the town centre	1 and 5	d	<p>The agreement of an over arching brand identity for the town allows the maximum benefit for all to be gained from any promotional or advertising spend.</p> <p>A consistent look and feel gives a unifying identity to the many community groups, activities and events.</p>

Develop the strategy and methodology for the marketing and promotion of the town centre	1	a and d	Identifying our niche and specialism retail offer Research and quantify the methods of marketing and promoting. Agree ROI and measurement techniques
Assist in building the Chamber of Trade's status as the body representing businesses	All	a and e	Having a representative Chamber of Trade that speaks on behalf of the majority of businesses enables feedback to be gathered quickly and decisions to be made that include the views of the majority
Seek additional funding for frontage and building improvement grants	2	a	We know from the feedback after the first phase of grants that more would be welcome for small scale visual improvements and improving disabled access
Trial a spring clean in 2016	2	a	Utilise the availability of s.106 and the TCM to trial a spring clean in 2016 seeking feedback and assessing engagement for further years
Discuss car parking strategy with District Council and inform forward approach	2	a	SDC are the controlling body for car parking and their engagement must be the first step in any process
Map the current signage for pedestrians, cars, transport and deliveries	3	b	By knowing where the gaps are we can plan for new signage Any new signage needs to encourage exploration and meet navigational need
Research and plan for alternatives or alterations to the current brown signs on the motorway	3	b	Understand the process, opportunities and costs

Map the current signage for car parking	3	b	There is an opportunity to encourage visitors to explore the wider town centre through branding the car parks differently. This needs to be based on research and advice from Highways
Discussion and identification of key regeneration key schemes within the town centre	4	b	First steps are the involvement and engagement with stakeholders and then develop plans based on existing documentation, research, feedback and best practice
Research models for the development of a public arts strategy	5	c	Aiming to create a theme, look and feel for public art to create a local identity, distinctiveness and that is respectful of our heritage
Research models for the development of a tourism strategy	6	e	Desktop and visits to research the different ways of presenting a tourism strategy
Research and log the opportunities for networking events and circulate those to interested parties	6	e	Connect with SDC and Visit Somerset to identify the opportunities
Research and log the partners for development of high value visitor packages	6	e	Connect with SDC and Visit Somerset to identify the opportunities
Research models for the development of a strategy for the night-time economy		e	Look at how other towns of a similar size and demographic have adapted and promoted their "after 5" economy
Lead discussions with the Town Council to deliver the "we will be brave" objective		f	This objective needs to be owned by the Town Council and embedded in their policies and procedures

15 Performance measures

These are the performance measures for the goals and actions identified as short term goals in Section 14.

Short Term Goal/Action	Performance Measures
Produce plans of retail and business mix within the town centre	100% complete plans complete by end of July 2016
Agree a brand identity for the town centre	Brand identity agreed, commissioned and delivered by end of July 2016
Develop the strategy and methodology for the marketing and promotion of the town centre	Complete a strategy for the marketing and promotion of the town by end of July 2016
Assist in building the Chamber of Trade's status as the statutory body representing businesses	Promote the Chamber in each edition of the TCM newsletter
Seek additional funding for frontage and building improvement grants	Identify and apply for at least 3 pots of funding to fund further frontage grants by end of July 2016. Target total is £15k
Trial a spring clean in 2016	Conduct a spring clean before end of April 2016 Seek feedback on spring clean and prepare paper on effectiveness and plan for the future before end of July 2016
Research alternative models of managing traffic and car parking from other towns	Collect qualitative and quantitative feedback and research from at least 10 other towns by the end of July 2016
Discuss car parking strategy with District Council and inform forward approach	Agree way forward with SDC, Town Council and Chamber of Trade before end of July 2016
Map the current signage for pedestrians, cars, transport and deliveries	Complete maps and tables by end of July 2016
Research and plan for alternatives or alterations to the current brown signs	Complete a paper that explains the process, opportunities and costs for changes to brown signs by the end of July 2016
Map the current signage for car parking	Complete maps and tables by end of July 2016

Discussion and identification of key regeneration key schemes within the town centre	Complete a draft paper that gives a high level overview of what the key schemes could be by the end of July 2016
Research models for the development of a public arts strategy	Deliver a summary paper of the types of public arts strategies by the end of April 2016
Research models for the development of a tourism strategy	Desktop & visits to research the different ways of presenting a tourism strategy; this will include at least 10 comparisons. Summarised into a paper by the end of July 2016
Research and log the opportunities for networking events and circulate those to interested parties	Database complete and circulated by end of July 16
Research and log the partners for development of high value visitor packages	Have a completed log of the partners that will be useful for the development of packages by end of July 2016
Research models for the development of a strategy for the night-time economy	Deliver a summary paper of the types of night time strategies by the end of July 2016 having researched at least 10 comparable towns
Lead discussions with the Town Council to deliver the “we will be brave” objective	To have met with the Clerk and Chairs of relevant committees to explain the objective and how it links to the Town’s objectives by end of July 2016.

16 Medium term goals/actions

This section details what the team will achieve in the period between 6 months and 5 years.

Short Team Goal/Action	Links to Project	Links to Objective	Aim and Rational
Build a database of landlords and agents	1	a	This adds to the businesses database that already exists and allows direct communication
Work with landlords and agents to encourage new retail concepts	1	a	Communicate the gaps and opportunities to landlords

Market and promote the town centre	1	a and d	Build footfall, encouraging people to stay longer and spend more across retail, professional services and leisure Promotions to encourage group shopping
Review digital strategy options for town centre	1	a	With so many independents enabling coherent digital strategy independently is very hard
Review digital strategy options, narrow field and build project plan that meets the needs of retailers, leisure and users	1	a	Deliver an effective solution that meets the diverse needs in a cost effective, user friendly way
Review that the brand identity is right for the town centre and is been used as expected	1 and 6	d	A consistent look and feel gives a unifying identity to the many community groups, activities and events.
Research alternative models of managing traffic and car parking from other towns	2	a	Looking at what other towns do and gather qualitative and quantitative feedback
To have influenced SDC's parking and traffic management strategy	2	a	Meets the needs of retailers, residents and visitors with suitable review points
Deliver a grant programme for improvements to business premises within the town centre	2	a	Grants to be available for all businesses along the same lines as the first grant programme
Review the 2016 spring clean and if future 'cleans would be necessary & welcome	2	a	If 2016 clean has been successful and a decision to repeat is taken agree budget, management and roll out for future years
Research models of customer service awards from other towns	2	a	There is no sense in reinventing the wheel, we will look for models that have worked in areas with similar demographics, categories and size

Review the customer service awards models and agree suitable strategy for the town centre	2	a	Strategy to include roll out, ownership, funding and publicity plan
Plan, design and deliver revised and additional directional signage for pedestrians, cars, deliveries and transport providers	3	b	To build on the need to explore more of the town, better manage traffic and match existing signage, where that is the best possible design
Plan, design and deliver revised and improved the current signage for car parking	3	b	There is an opportunity to encourage visitors to explore the wider town centre through branding the car parks differently. This needs to be based on research and advice from Highways
Plan and implement alternatives or alterations to the current brown signs	3	b	Use the signage to drive footfall into the town
Seek funding for and deliver regeneration projects	4	b and c	Addressing the issues highlighted in this report. Linking to the public arts strategy
Draft public arts strategy	5	c	Include festivals of music, dance and creative arts Include need for art to connect spaces
Develop and publish a public arts strategy	5	c	Aiming to create a theme. look and feel for public art to create a local identity, distinctness and that is respectful of our heritage
Map and record existing festivals and event opportunities	5	c	By identifying where the opportunities are we can encourage groups to deliver events to fill the gaps

Record opportunities in the calendar, spaces or categories for further festivals	5	C	
Link marketing of events & festivals to general town marketing strategy	5	c	Using consistent branding, economies of scale when purchasing advertising and consistent measurement techniques
Develop and publish a tourism strategy	6	e	The strategy will give clear direction of our marketing, investment and funding bids
Regularly review the opportunities to attend networking events and circulate those to interested parties	6	e	Connect with SDC and Visit Somerset to identify new opportunities
Develop high value packages and participate in the active marketing of them to target groups	6	e	Develop a wide range of package that “sell” the town and the region to a different demographic
Secondary streets encouraged to host special themed events featuring pop-up shops and happenings		a	Build sustainability of retailers and businesses in secondary frontage by building footfall at unique and creative events
Map and record existing experience economy opportunities		a	By identifying what is happening already we can identify opportunities for new things
Record opportunities in calendar, spaces or categories for further experiences		a	
Link marketing of experience events to general town marketing strategy		a	It is important that any new events or experiences are consistently branded and promoted
Review the models for boosting use of local produce at town centre eateries		a and e	Desktop research to map how other towns have tackled the need to increase the amount of local produce available locally

Share the research into local produce, including data and connections with local eateries		a and e	Review the research and present to local eateries
Build into the promotional plan the use of local produce by town centre eateries		a and e	Link to the work on the marketing plan for the town
Research models of training and enterprise hubs that support independent businesses		a	Desktop research to map how other towns have built the capability of independent businesses
Roll out suitable model of support for independents for training and business development		a	Review the research and present to local independent businesses
Build a credible identity for the Victoria Quarter		b	An identified “cool spot” in the town that needs additional support to ensure economic viability
Write a strategy for the night-time economy		e	Write a strategy for the development of the night-time economy, including the after 5 period
Deliver the night-time economy strategy and appropriate review periods		e	Deliver the strategy, ensuring reviews for ongoing suitability and measures for success are included
Review public realm assets to ensure they do not discriminate against any group		b	Ensuring our public realm assets are fit for use
Adapt or replace any public realm assets that exclude or discriminate against any group		b	Funding will be needed to complete this item, but the access of our assets to all is vital
Develop a series of themed walks and publicise those that already exist		b	Encouraging more activity and linking to town centre businesses
Review the range of walks and ensure they are delivering the defined benefits		b	

17 Performance measures

These are the performance measures for the goals and actions identified as medium term goals in Section 16.

Short Term Goal/Action	Performance Measures
Build a database of landlords and agents	Draft database of 90% of property owners complete by end of October 16
Work with landlords and agents to encourage new retail concepts	% units vacant, time to let, number of different categories present in the town centre
Market and promote the town centre	Marketing attracts higher footfall and higher spend per head Spend is in line with budget Number of promotions run
Review the market and prepare digital strategy options for town centre	Report submitted to CCT by end of November 2016
Review digital strategy options, narrow field and build project plan that meets the needs of retailers, leisure and users	Bids for desired solution prepared by end of March 2017 Meets the needs of businesses and users
Review that the brand identity is right for the town centre and is been used as expected	Number of businesses, event co-ordinators using brand
Deliver a proposal for car parking and traffic managing traffic	Proposal to be published by end of January 2017. Reviewed annually
Deliver a grant programme for improvements to business premises within the town centre	Grant programme live by January 2017 at the latest, measured by take up rate
Review the 2016 spring clean and if future 'cleans would be necessary & welcome	Agree budget, management and roll out for future years by October 2016
Research models of customer service awards from other towns	Deliver a summary paper of the types of customer service awards by the end of July 2016

Review the customer service awards models and agree suitable strategy for the town centre	Strategy to be published by October 2016, including owner, funding mechanism and publicity plan
Plan, design and deliver revised and additional directional signage for pedestrians, cars, deliveries and transport providers	To be delivered by January 2017
Plan, design and deliver revised and improved signage for car parking	To be delivered by January 2017 Number of signs delivered
Plan and implement alternatives or alterations to the current brown signs	To be delivered by January 2017
In line with the project plan deliver regeneration projects	Funding found, feasibility completed and delivery plan agreed by end of January 2017 and civils works to have commenced by end of January 2018 Number of projects delivered
Draft public arts strategy	Complete a draft public arts strategy by the end of September 2016
Develop and publish a public arts strategy	Published by end of February 2017
Map and record existing festivals and event opportunities	Completed by end of September 2016
Record opportunities in the calendar, spaces or categories for further festivals	Completed by end of December 2016 Number of opportunities identified
Link marketing of events & festivals to general town marketing strategy	Completed by end of December 2016
Develop and publish a tourism strategy	Published by end of January 2017 Increase in visitor numbers and spend
Regularly review the opportunities to attend networking events and circulate those to interested parties	Review every six months and circulate within 1 month of the review Number of events attended
Develop high value packages and participate in the active marketing of them to target groups	Developed packages with partners by end of January 2017 Number of packages developed and groups targeted
Secondary streets encouraged to host special themed events featuring pop-up shops and happenings	Link to landlord engagement and experience economy. Commence once this work complete and review every six months

	Measured by number of events held
Map and record existing experience economy opportunities	Completed by end of September 2016
Record opportunities in calendar, spaces or categories for further experiences	Completed by end of December 2016
Link marketing of experience events to general town marketing strategy	Completed by end of December 2016
Review the models for boosting use of local produce at town centre eateries	Desktop research completed by end of October 2016
Share the research into local produce, including data and connections with local eateries	Completed by end of December 2016
Build into the promotional plan the use of local produce by town centre eateries	Link to the work on the marketing plan for the town
Research models of training and enterprise hubs that support independent businesses	Desktop research completed by end of February 2017
Roll out suitable model of support for independents for training and business development	Completed by end of June 2017
Build a credible identity for the Victoria Quarter	Brand within the town centre brand to be consulted on by end of November 2016 and rolled out by end of February 2017
Write a strategy for the night-time economy	Strategy published by end of February 2017
Deliver the night-time economy strategy and appropriate review periods	Strategy action plan commenced roll out by end of April 2017, ensuring reviews for ongoing suitability and measures for success are included
Review public realm assets to ensure they do not discriminate against any group	To be completed by end of August 2016
Adapt or replace any public realm assets that exclude or discriminate against any group	Plan to be agreed by end of October 2017 (dependent on outcomes of review) Number of assets adapted/replaced
Develop a series of themed walks and publicise those that already exist	To be commissioned by end of January 2017, ready for Easter 2017 Number of walks

Review the range of walks and ensure they are delivering the defined benefits	Review every six months from go-live Increase in visitors and spend
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18 Long term goals and actions

- We will be a town that embraces its seaside location and meets the needs of its residents as well as its visitors.
- We will have regenerated the town centre sympathetically; creating connections, increasing pedestrian flows, creating a sense of place and maximising the potential of existing assets and resources.
- We will maximise the opportunity of large scale developments, such as Hinkley Point C and minimise any negative impact.
- We will be a town that encourages residents to try new things, where people have a diverse leisure experience of events, cultural and sporting activities and where positive changes are welcomed.
- We will continue to review and evolve the town centre to meet changing consumer demands.

19 Barriers

Risk	Consequence	Mitigation
Lack of buy-in from partners	Projects may be a non-starter. Lack of shared resources	Involve partners from the beginning, in-depth communication plan
Project deadlines not met	Failure to deliver projects	Project and time management in place
Failed funding bids	Projects will not be delivered	
Ageing population		Encourage young people to stay/move to the area

Changing shopping habits	Closure of local shops	Encourage retailers to embrace change
Lack of cohesion between existing groups	Conflicting priorities with regards to delivering projects	

20 Resources

20.1 For the next 15 months [until end of April 2017] there will be a Town Centre Manager in place who will lead on the delivery of this plan.

There is some budget available from the Tesco s106 agreement to fund some of the smaller pieces of work requiring minimal capital outlay.

Within the Town Centre Manager's tenure there is an expectation that formal application bids for funding will be made that will include for costs plus staffing costs to manage delivery

20.2 The plan has been written after consultation with a variety of representatives and it is hoped that a commitment to successful delivery will be forthcoming from Burnham on Sea & Highbridge Town Council, SDC and Somerset County Council. Their support will ensure that the plan is delivering in support of broader local needs.

21 Costs

This section gives indicative costs for each element of plan¹⁹. These are based on previous research into similar projects²⁰.

Goal	Indicative costs to deliver
i. We will create a modern retail and leisure experience that meets the needs and aspirations of the residents and tourist visitors 52 weeks a year	£75,000
ii. We will have accessible and attractive public spaces. It will be a vibrant place, appealing to a range of different people during the day and after dark	£551,000
iii. We will embrace the arts and become a known centre for performing, creative and experiential events. This will include literature, music, dance, theatre, culinary, media and visual arts	£30,000
iv. We will have a clear and consistent brand identity adopted by various groups and organisations as an accurate and inspirational representation of Burnham-on-Sea	£7,500
v. We will grow the visitor economy to increase its value and contribution to the local economy	£19,500

¹⁹ Appropriate management costs will be taken from each programme as part of the budget on a case by case basis

²⁰ Tesco 106 project, Regeneration Partnership consultancy work, Sedgemoor District Council capital and revenue works

vi. We will encourage physical activity; adapting landscape and public realm assets to ensure access for all and building in appropriate recreation facilities	£120,000
vii. The Town Council will review its discretionary grant scheme and provide a consistent framework grant giving that is aligned with its vision for the town	£1,000
Total	£804,000

22 Value

Current visitor-spend per head is £31.50 (Per visit, spent on shopping, food & drink and attractions/entertainment excluding travel and accommodation)²¹. Data shows that in 2014 1,000 jobs were supported by visitor related spend and in that period visitor related spend was £45.2m²².

Based on a 2% increase in visitors numbers and spend per head the value to the economy will be an increase of £904,000p.a.

See Section 24 for further details.

23 Funding

As above in Section 20 some officer costs for project management can be met for the next 15 months from an existing s.106 settlement.

The potential budgets will be a mixture of Town Council, District and County spending priorities and potential bids to funding as there is a large amount of

²¹ Value of Tourism, 2014

²² Value of Tourism, 2014



opportunity in the local area. These include: Heritage Lottery Fund; Coastal Community Fund; Arts Council, HCA: English Cities Fund, HCA: Priority Sites Ltd, LEADER Funding, Coastal Revival Fund, Hinkley C/EDF Energy s.106, European funding. Any bid for funds does have a level of risk as success is not guaranteed.

24 Maximising resources and minimising costs

24.1 The investment cases for each of our main projects that align to our goals and objectives will include detailed analysis of the Return on Investment anticipated. Based on previous work undertaken by SDC we hope to achieve the following:

- For every £1 spent on regeneration and civic realm work, the private sector will contribute £2.
- If all parts of this plan are delivered we would expect to see 100 FTE created, and
- an increase in spend per head to £35

24.2 We will seek best practice on measurement from Coastal Enterprise Zones.

24.3 Through existing links with local schools and other stakeholder groups, future engagement activities are expected to yield a significant amount of interest and creative ideas for minimal outlays, approximately £1k will be allocated to this.

24.4 When lobbying for spending priorities and bidding for funding we will be transparent about what is an estimated and actual cost. We will “buy local” where there is less than a 7% price difference. We will demonstrate value for money through accurate measurement. We will “keep things simple” throughout the project, but have due regard and recognise standard local authority procurement process.

24.5 We will use local media, the team members’ own networks and the Town Council’s website to publicise the plan and our process against this.

24.6 Through the use of the Councils’, and other members, web presence and social media accounts, it is expected that publicising and printing the Economic Plan will not exceed £250.



E Communications

25 Consultation

25.1 The CCT recognises its accountability to the people who live, work in and visit Burnham-on-Sea.

Over the past ten years multiple public consultations on regeneration plans have been conducted including most recently by the now dormant Town Team and the Neighbourhood Plan Group.

We will have endeavoured to utilise those from previous partnerships and those representing large numbers of people to form the CCT so that this Economic Plan is representative of the largest number of local people and visitors.

As we move forward on the discrete pieces of work we will actively engage more widely and seek the views of residents, potential visitors and current visitors through on-line surveys.

25.2 We will use planned public events, when suitable, to consult face to face.

25.3 The draft plan was sent out for feedback, and the final plan will be widely distributed.

As the work of the team progresses the plan will undergo iterative changes as the team becomes more embedded and different opportunities and projects arise.

It is proposed that further engagement activities, such as with schools and other interest groups, will bring additional fresh ideas and support the work of the Team.

26 Communication with partners

SDC as the Accountable Body will discharge their obligations by ensuring that the plan is communicated to DCLG. SDC are actively involved in the CCT.

27 Communication with community



Burnham-on-Sea and Highbridge Town Council are setting up a dedicated microsite on their own website to communicate matters regarding the CCT.

Regular announcements will be made by the CCT through the media detailing the progress that the CCT has made, future plans and success stories.



F CCT Logistics

This section outlines how our CCT operates, will deliver the Plan, and the sustainability of the CCT.

28 Management of team

28.1 The CCT will be led by the Town Centre Manager for Burnham-on-Sea. The TCM will report to the Town Projects Committee, which is a committee of the Burnham-on-Sea and Highbridge Town Council. The team as detailed in Section 3(a) will meet around once a month and will act as a consultative body and steering group for the ongoing delivery of the objectives, goals, mission and vision/aim in this plan. This group includes the Accountable Body.

28.2 This plan is intended to be developed into a conventional project plan, (or plans), giving resource and financial commitments and illustrating timescales. These project plans will be monitored by the steering group and used as the basis of reporting to the Town Projects Committee. The diagram below shows the reporting lines (solid) and the membership lines (dashed) of the CCT.



28.3 The team is very representative of the local community at the moment; with the school, adult education centre, Chamber of Trade, Neighbourhood Plan, local media, U3A group and Town & District Councils attending meetings.

We would like to ensure that two other groups who were invited participate and a further organisation is included in future meetings [Visit Somerset].

28.4 There is no formal plan for wider consultation on this plan or individual project plans. The objectives proposed are based a wide body of published work that has been undertaken in the public eye and subject to extensive previous consultation. The members of the CCT are gathered from a wide variety of groups and there always has been, and will continue to be an expectation that they will communicate with their groups and feedback their views at CCT meetings.

29 Support structure

The CCT feels that the increase in representation, as detailed in 28.1 will assist.

The CCT communicate between meetings via email – this is effective.

The details from the approved plan will be used to build project plans to enable resources to be mapped, milestones added and budgets tracked efficiently.

30 Costs

It is anticipated that CCT members will be able to support future meetings and offer venues. The running costs will be minimal. Costs associated with project delivery and management will be built into individual project plans and bids.

31 Sustainability

The sustainability and long term plan for the CCT will be discussed and ratified at subsequent CCT meetings. Over the next 15 months the CCT will be managed by the Town Centre Manager.

32 Areas of Specific Interest

- Tourism - attracting more, spending more
- Arts/Cultural - developing a broad offering and commissioning public art
- Marketing - as a destination
- Retail - Engagement with local population – getting them shopping local
- Building a brand – learn from journeys undertaken by similar towns