

“Burnham Evolution”

Business Plan: 2018-2023



Burnham-on-Sea &
Highbridge Town Council



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1. Introduction

Burnham Evolution seeks to enable the community to meet the challenges and maximise the benefits of being a rural, coastal community close to a major infrastructure project. It aims to do so by revitalising its seaside and community assets and increasing its resilience as a year-round destination. The project will be run by the public-private partnership Burnham Coastal Community Team and will fund renovation of the Princess Theatre, enhancement of the Esplanade and improvement of the quality of the welcome allowing the community to regain its pride in its seaside identity.



The Pavilion

Burnham residents will benefit from an increase in the number of people who spend time and money while enjoying the sea air, which we believe, will happen if we complement it with more to see and do

while they are in the town as well as improving the quality of the townscape. We would expect residents' quality of life to improve if improvement and regeneration projects are delivered.

The plan sets out the case for regenerating and revitalising the town and its principal public spaces – indoor and out. Neighbouring communities have been successful recently in gaining grants for similar schemes and there is a real danger that without delivering the projects set out in this plan, this community will become the Cinderella of the Somerset coast, putting it at even greater disadvantage. The disparity could be even more marked as the popularity of the new Somerset stretch of the England Coast Path grows and people find the section through Burnham 'disappointing' compared to the other towns on the route and so choose not to stop for long. The project intends to avoid this with several of its proposals. Burnham is in danger of being overlooked at a time when it is feeling the impacts of the Hinkley Point C development but its economy could benefit from the 'Hinkley effect' if quality can be raised.

We have an ambition to ensure that refurbished and new facilities, particularly those on the seafront, are durable and resistant to the harsh coastal environment and weathering and we will take the opportunity to ensure facilities can mitigate impacts. Burnham Evolution will also have a focus on energy efficiency, low carbon solutions, litter reduction and re-using and recycling materials and our proposed changes along the seafront will complement and link into investments being made by Wessex Water (and their timing) to improve bathing water quality where possible.

1.1. Project Team

The Burnham Evolution project is being steered and overseen by a project team comprising the CCT members:

- Tatiana Cant (Chair) – Burnham-on-Sea & Highbridge Town Council Town Clerk

- Peter Clayton - Burnham-on-Sea & Highbridge Town Council, Sedgemoor District Council, Somerset County Council
- Tanya Cox – Litter Free Somerset
- Phil Harvey - Burnham-on-Sea & Highbridge Town Council
- Debbie Matthews - Burnham-on-Sea & Highbridge Town Council
- Carla Modley – Sedgemoor District Council officer
- Vicky Banham - Sedgemoor District Council officer
- Sam Nicol - Burnham-on-Sea & Highbridge Town Council, Princess Theatre Manager
- Phœbe Pearce – Burnham-on-Sea Chamber of Trade
- Jacqui Strong – representative of community groups
- Alex Turco – local resident and business owner

The group has been advised during the Business Plan process by consultant Stuart Todd (Stuart Todd Associates).

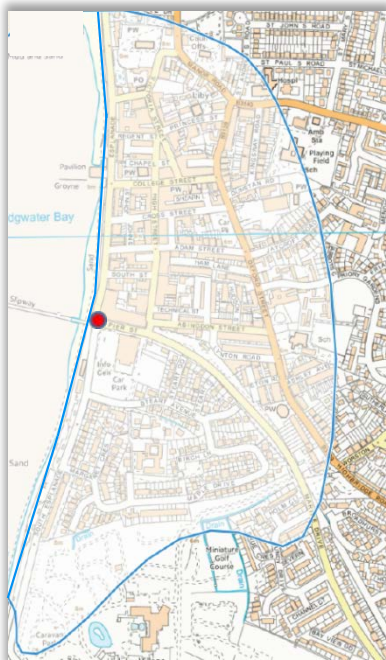
2. About Burnham-on-Sea

To “set the scene” and context for the Business Plan, a summary of the main characteristics of Burnham is summarised below. There is further extensive information and data on the characteristics of the town appended (see appendix 1) and in the Neighbourhood Plan Evidence Base Document and Burnham Economic Plan.

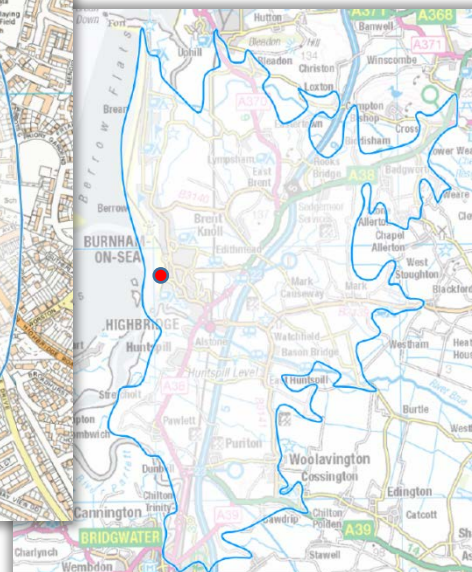
2.1. Location and Connectivity



- Excellent motorway links via the M5 and on National Express and excursion coach routes.
- 14-mile straight road to Bristol Airport.
- Burnham-on-Sea motorway junction: 3 brown attraction signs but for attractions and destinations outside of Burnham-on-Sea.
- Good road connections: the town’s catchment area extends a significant distance.
- Rail link to Bristol & Taunton & beyond from Highbridge. Local bus transport is relatively costly. Cycling is popular and National Cycle Network Route 33 passes through the town.
- Town is easy to get around on foot with no steep slopes.

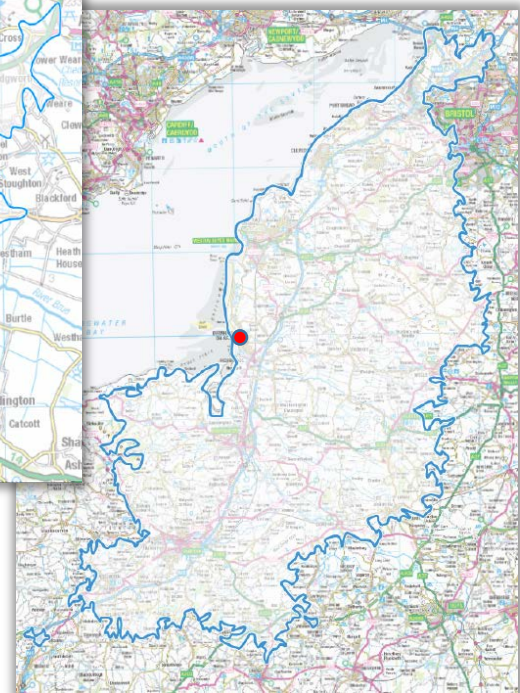


▲ 10 min walking catchment from seafront slipway



45 min drive catchment from seafront slipway ►

◀ 20 min drive catchment from seafront slipway



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2.2. Population



- Burnham's population was 14,200 people in 2011 which equals just over 12% of those living in the district.
- 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 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.

2.3. Socio-Economic Characteristics



- Census suggests that Burnham-on-Sea has a slightly higher proportion of Managers, Directors and Higher Officials (11.1%) amongst employment occupations than the district (10.9%), county (10.9%) and the country (10.8%).
- The number of Process, Plant and Machine Operatives is slightly lower than for the district, but much higher than the county or region which shows strong industrial trade across Sedgemoor.
- Proportion of jobs within service and leisure industries (in the Caring, Leisure and Other Service, and Sales, Customer Service Occupations) are both higher (11.5% and 9.2% respectively) than district (10.6% and 8.2%), county (10.6% and 8.0%) and national levels (9.3% and 8.3%).
- Higher than national vocational and technical qualifications. Level of apprenticeships is higher than in the county or region and significantly higher than national level. Although Burnham benefits from higher than national technical qualifications it falls behind county, region and the country with regards to higher level qualifications (only 31% of Level 3+ compared to 39% nationally).
- Proportion of economically active residents is lower (65.5%) compared to district (69.9%), county (70.7%) and nationally (69.9%). Proportion of retired population is especially higher than anywhere else in the district or country, a major issue for the town.
- Burnham has a small area of relatively high deprivation, with pockets of higher levels within neighbouring Highbridge.

2.4. Economy and Retail



- The past decade has seen new supermarkets and a significant increase in industrial / 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.
- Burnham 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 main shopping areas (the High Street and roads off in Burnham) comprise mainly independent businesses.
- There were 214 businesses in the town centre in 2016.
- Town centre vacancy rates data suggests historically low rates compared to other locations. However, recent data suggests that since 2015 the trend has been for a steady increase in vacancy rates of ground floor units from 5.1% in Jan 2016 to 10.7% in Jan 2018. The pattern nationally is for a relatively level trend of around 9% - 10% and across the south west of around 7% - 9%. Current rates for the UK are 8.9% and for the south west 7.6% (Jan 2018).
- Footfall is down to -4.4% in the year to date compared to 2017.¹

2.5. Economy and Tourism



- The tourism sector in Burnham is key to the local economy. It has all the ingredients expected of a coastal resort such as extensive esplanade, a pier, donkey rides, cafes and a unique lighthouse (the "Low Lighthouse") which is an attraction in its own right.
- Data shows that in 2014 1,000 jobs were supported by visitor related spend and in that period visitor related spend was £45.2m.
- While local holiday parks draw in tourists, much tourist spend is retained inside holiday parks. The town benefits only slightly.
- The town is badly adapted to providing for other, contemporary tourism e.g. water sports, nostalgic staycations, nature enthusiasts, healthy activities with limited wet weather options.²
- Recent data³ suggests: in 2016, there were 75,000 staying visitor trips and 934,000 day-trips, with £46.7m direct visitor spend and £47.5m total visitor related spend. 1,050 actual jobs were supported by visitor related spend. Figures suggest a decline in visitors since 2013, particularly in staying visitors, with 86,000 in 2013 and 79,000 in 2014 and 75,000 in 2016. While spend has picked up since 2014, to levels similar to 2013, the significant fall in the number of staying visitors is a concerning trend.

¹ Source for data on footfall and vacancy rates: Springboard, via Alex Turco

² See Economic Plan, pp.14-25

³ Source: South West Research Company (via SDC)

2.6. Community, Cultural and Arts Facilities



- The Princess Theatre & Arts Centre is a key social/community hub run by the Town Council and hosts touring productions, local amateur productions and various artistic and community activities.
- Over 8,000 people per month regularly use the building. In addition to theatrical use, each week around 15 different community groups use the building for various activities. There are 2 Youth Theatres and 3 other Theatre groups that involve all ages. Other Youth Theatre groups and dance schools rely on the building for their annual performances. It averages amateur and professional 60 performances a year.
- Burnham has a library which is open most of the week and the Ritz cinema in Victoria Street.
- There is a Community Association with premises in Berrow Road and a number of Churches with their own halls. There are a variety of uniformed organisations for youngsters in the area – Sea, Air Force and Army Cadets; Scouts and Guides, but few Youth Clubs.
- King Alfred’s school has a Sports Centre open to the public and there are a number of football and other sports clubs.
- Successful and popular events such as the Food Festival, BoSFest (the folk festival), carnival and music events.
- Parks have been well integrated into the town’s development from initial layout (Marine Cove) and redevelopment of properties (Manor Gardens & Apex Park) responding to changing economic influences, providing valuable recreation opportunities.

2.7. Seafront



- The Esplanade and South Esplanade forms the sea front of the resort town. The Pavilion provides a central focus for the seafront.
- The Esplanade, South Esplanade and Marine Cove pocket park are important public open spaces. Development along The Esplanade is dense, usually of two or three storeys.
- There are a number of spaces which lend themselves to better use, such as the large tarmac area and South Lawns on South Esplanade.
- The vast majority of the Esplanade also dates from the 19th/early 20th Centuries. Five additions from the latter half of the 20th Century are prominent including the amusement arcade.
- The essential sea wall was constructed in the early 1980s from reinforced concrete. The town is positioned ideally to enjoy magnificent sunsets over the estuary. This is compromised by the height of the seawall. The beach is mainly sand but has patches of deep sinking mud. It has a shallow slope and a very large tidal range (11 metres) and for some of the day the sea is out of sight.
- At low tide the sea lies up to half a kilometre from the beach, inaccessible on foot due to dangerous intertidal mudflats.⁴
- Although being addressed, the bathing water quality has suffered in recent years and the use of the water is limited by this.

⁴ See [https://environment.data.gov.uk/bwq/profiles/profile.html?_search=Burnham-on-Sea%20\(Somerset\)&site=ukk2302-35300](https://environment.data.gov.uk/bwq/profiles/profile.html?_search=Burnham-on-Sea%20(Somerset)&site=ukk2302-35300)

2.8. Natural Environment



- Natural assets include: 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.
- The coastal area is within several biodiversity designations such as the Bridgwater Bay National Nature Reserve, Severn Estuary Special Area of Conservation, Severn Estuary Special Protection Area and Bridgwater Bay Special Site of Scientific Interest.⁵
- Burnham Jetty North is within Bridgwater Bay, overlooking the Bristol Channel. It is a sand and mud beach resort, approximately 2.2 km wide and backed by a sea defence wall.⁶
- The rivers Brue and Parrett both flow into the Bay just south of the bathing water.⁷

2.9. Built Environment, Character and Heritage



- The character of the town is strongly influenced by the extensive seafront and seawall and its history as a seaside destination.
- The mixture of Georgian, Regency and Victorian architecture shows that its heyday was in the past but there is nothing in the architecture that says “this is Burnham-on-Sea and you couldn’t be anywhere else”, except the Pavilion and lighthouse. The majority of buildings are two or three storeys and the surrounding land is flat – you can see Glastonbury Tor (14.3 miles away) from the 2nd floor office of one town centre business.
- The layout of the town centre area is largely 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.
- The northern part of the town and the Esplanade is within a Conservation Area, designated in 1988 and extended in 2007. There are numerous listed buildings in the town.
- The Esplanade gives the town’s 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.
- There are limited opportunities for quiet reflection and rest within the town centre or for outdoor community activity, with limited areas of public realm, apart from The Esplanade/South Esplanade, the formal Marine Cove gardens on the seafront and the small park at Manor Gardens/Crosses Pen.
- The town has a railway heritage with the last train stopping in 1962.

⁵ See <http://www.natureonthemap.naturalengland.org.uk/MagicMap.aspx>

⁶ See [https://environment.data.gov.uk/bwg/profiles/profile.html?search=Burnham-on-Sea%20\(Somerset\)&site=uk2302-35300](https://environment.data.gov.uk/bwg/profiles/profile.html?search=Burnham-on-Sea%20(Somerset)&site=uk2302-35300)

⁷ See [https://environment.data.gov.uk/bwg/profiles/profile.html?search=Burnham-on-Sea%20\(Somerset\)&site=uk2302-35300](https://environment.data.gov.uk/bwg/profiles/profile.html?search=Burnham-on-Sea%20(Somerset)&site=uk2302-35300)

2.10. Key Existing Assets

The key existing assets which relate to Burnham Evolution and give the town its key strengths and opportunities are set out in the map below.

Figure 1: Key Existing Assets



3. Context and Evidence

Burnham-on-Sea faces a number of challenges as it seeks to deal with an increasing population, many of whom are economic migrants in the Burnham and wider area as a result of the Hinkley Point C (HPC) development, but the town also faces “traditional” seaside town challenges to improve its offer and compete with other local towns by the sea which have improved the quality of what they offer visitors and successfully presented themselves as a destination either through maximising their natural and built leisure assets and / or through the presence of an anchor holiday resort or attraction (examples locally such as Brean, Minehead and Weston-super-Mare). These challenges and the response to mitigate against them are explored later but focus around improving the quality and range of facilities and opportunities to increase use of the seafront and town centre by those living in, working in and visiting the town and the positive outcomes such interventions could provide for the local economy while mitigating potential negative impacts associated with socio-economic changes arising from the HPC development.

Burnham-on-Sea has previously benefitted from studies designed to understand and propose solutions to help overcome some of these issues. Since 2003, projects have been proposed and some carried-out to make improvements to parts of the town. These have included the formation of a Coastal Communities Team (CCT) in 2015⁸ to steer regeneration efforts in the town and a Town Centre Manager post which was funded for the period 2014-16. Members of this team have been part of the Project Team identified above which has overseen the development of this Business Plan.



The Low Lighthouse

Studies undertaken since 2003 have informed and help underpin this Business Plan, as evidence behind the need for the package of projects. These studies are:

- Burnham-on-Sea and Highbridge MCTI Final report April 2003 (Landscape Design Associates)
- “Making a community by the sea” – A strategic plan for Burnham and Highbridge – September 2003
- Outline proposals for the redevelopment of Tuckers Garage and development of the New Civic Quarter – apg architects – September 2005
- Burnham –on-Sea and Highbridge Regeneration strategy – the case for investment (Sedgemoor DC, prepared by EKOS consulting) – September 2006
- The Princess – Regeneration – a brief prepared by Nigel Grainge for the Burnham-on-Sea Learning and Cultural Quarter Partnership – January 2008
- The Tesco project (section 106 planning obligation funds)

⁸ See <https://www.coastalcommunities.co.uk/coastal-teams/burnham-on-sea/> The CCT programme is co-ordinated nationally by the Coastal Communities Alliance (CCA) (see <https://www.coastalcommunities.co.uk/about-us/>) whose mission is to build alliances and common purpose around the coast of Britain, with a particular focus on socio-economic challenges.

A short summary of the studies' findings and proposals are set out in appendix 2. Many of the projects referenced in this Business Plan have their roots in these studies. Recurring themes throughout these documents are:

1. The importance of creating northern and southern nodes to the town centre - the "Cultural Quarter" and the "Visitor Gateway".
2. The necessity for high-quality public realm.
3. The importance of the appearance of shopfronts and of the scale of the town centre.
4. The improvement of east/west links to the Esplanade.
5. The car/pedestrian balance.

The recurrence of these issues in studies undertaken since 2003 demonstrates that there are consistent evidenced problems and proposed solutions, many of which now have additional urgency due to local economic factors highlighted later in this document.

3.1. Key Relevant Strategies and Plans Providing Evidence for the Business Plan

In addition to the various regeneration studies referred to above, some key documents are worth referencing here which set the planning and economic development context for the Business Plan and the package of projects it presents. They (and the evidence behind them) form part of the evidence base for this Business Plan and the need and demand for the projects it identifies.

3.1.1. National and Sub-Regional

It is worth briefly setting the context at the national and sub-regional level. As referenced above, Burnham-on-Sea already benefits from being part of the national Coastal Communities Alliance (CCA) through the development of the Coastal Communities Team, members of which form the project team which has developed this Business Plan. The Government has been clear in its Industrial Strategy (2017)⁹ and Rural Productivity Plan (2015)¹⁰ that the tourism sector and rural areas play a vital role in the economy and tackling the "productivity challenge". This is amplified at the sub-regional level by the Heart of the South West Local Economic Partnership's (LEP) Productivity Plan¹¹, an evolution of its Strategic Growth Plan¹², in which it sets out a plan for inclusive growth where, as well as a focus on cities and urban areas it seeks to ensure that market-towns, coastal resorts and rural areas are economically successful in their own right¹³. The advantageous economic location that Burnham enjoys is recognised by the Plan which sets out the strategic corridors and clusters of knowledge-based industry which extend into other sub-regions, including the "nuclear cluster" of which Burnham is a part (given its proximity to Hinkley Point C). It is also very clear in recognising the important role that coastal areas play to the quality of life in the

⁹ See <https://www.gov.uk/government/topical-events/the-uks-industrial-strategy>

¹⁰ See <https://www.gov.uk/government/publications/towards-a-one-nation-economy-a-10-point-plan-for-boosting-rural-productivity>

¹¹ See <https://heartofswlep.co.uk/wp-content/uploads/2018/04/HeartoftheSouthWestProductivityStrategy.pdf>

¹² The LEP's overarching strategy for economic growth - <https://heartofswlep.co.uk/about-the-lep/strategies-and-priorities/strategic-economic-plan/>

¹³ See p.7, <https://heartofswlep.co.uk/wp-content/uploads/2018/04/HeartoftheSouthWestProductivityStrategy.pdf>

sub-region, the natural capital that it boasts and the importance of tourism and the visitor economy in ensuring that coastal areas can maintain and grow a successful and sustainable economy. Beneath this layer of strategy sits the county-wide Somerset Growth Plan¹⁴, the latest version being produced in 2017 covering the period to 2030 to feed into the aforementioned Productivity Plan for the LEP. Its vision is that: “By 2030 Somerset aims to be a very productive and innovative business community and economy. The labour force will have the skills that businesses need, and the infrastructure will be in place, to achieve higher productivity and innovation. Economic prosperity will be inclusive, to the benefit of all groups within the community.” It maps and links back directly to the Government’s 2015 and 2017 publications. The Plan’s objectives are set out under three key headings: A productive and innovative business community and economy; A labour force with the skills that businesses need; and, Infrastructure to support productivity and innovation. It recognises the opportunities presented through Hinkley Point C to various sectors, but also the importance of traditional sectors such as tourism in the long-term and the necessity for a range of interventions to help enable the economy, across sectors, to grow.

3.1.2. District-wide

Sedgemoor adopted Core Strategy (2006-2027) and emerging Local Plan (2011-2032)

As the local planning authority for the area, Sedgemoor District Council (SDC) produce the statutory development plan (Local Plan) for the whole district. The document sets out the planning policies proposing change in relation to land-use and also policies against which planning applications are determined (alongside national planning policies). The current adopted Local Plan (at the time of drafting this Business Plan) is the “Core Strategy” which covers the period 2006-2027¹⁵. However, a new, revised Local Plan covering the period 2011-2032 is being produced¹⁶ and, having passed through its Public Examination is projected to be adopted in summer / autumn 2018. Both plans recognise the role of Burnham-on-Sea as a main town¹⁷ within the district¹⁸ and also the need for Burnham-on-Sea to: recognise, understand and adapt to the threats of climate change; strengthen its offer as a visitor destination through an improved quality of seaside experience provided by an active public realm, enhanced facilities and cafés / restaurants, all-weather attractions, high-quality accommodation and water based activities; improve linkages between the seafront and town centre; and, respond to the needs of residents through improved retail, leisure and cultural offers and year-round economy.¹⁹ They recognise that the town has an important role in driving economic growth and prosperity as an integral part of a modern, living, working coastal countryside area, set against the changing trends in the tourism and visitor economy of fewer long-stay visitors and increasing numbers of shorter breaks²⁰. Importantly, the Core Strategy and emerging Local Plan

¹⁴ See <http://www.somerset.gov.uk/policies-and-plans/plans/somerset-growth-plan/>

¹⁵ See <https://www.sedgemoor.gov.uk/corestrategy>

¹⁶ See <https://www.sedgemoor.gov.uk/LocalPlan> for the Proposed Submission version of the emerging Local Plan, used for the basis of understanding the “latest” district-wide planning policy.

¹⁷ The Core Strategy classifies Burnham-on-Sea & Highbridge as a “Town”, second in role and function to Bridgwater in the settlement hierarchy and the emerging Local Plan as a “Market Town” settlement, again, second to Bridgwater in the hierarchy.

¹⁸ While the Plans recognise Burnham-on-Sea and Highbridge as a single urban area, it recognises the different roles of the two centres and the need for a different policy response.

¹⁹ The vision from the Core Strategy and emerging Local Plan are reproduced in appendix 1 to the Business Plan.

²⁰ See paragraphs 1.150-1.151 in the Core Strategy and paragraphs 7.142-7.143 in the emerging Local Plan. Also recognised by the supporting economic plans for the district, the Sedgemoor Economic Masterplan 2008-26 and Economic Development Strategy 2015-2032 which now supersedes the Masterplan (see <https://www.sedgemoor.gov.uk/article/1380/Sedgemoor-Economic-Development-Strategy-2015-2032>).

support improvements related to tourism where they contribute to objectives including improving quality and diversity of the tourism offer and image of the area, improving the resilience and sustainability of the local economy, promote education and interpretation, increase accessibility of assets, manage visitor pressure and enhance social cohesion and benefits to the community.²¹

Sedgemoor Economic Development Strategy (2015-2032)

Sedgemoor District Council's Economic Development Strategy 2015-2032 "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."²²

The evidence-based strategy states that Burnham is a strategic centre of economic importance and as such requires support to ensure that it remains as such in the long-term²³. Evidence suggests that "Burnham-on-Sea is Sedgemoor's second most important service centre, with a significant accumulation of both the retail and professional / finance sector within the town providing a hub for the District's coastal communities. It also acts as a focus for the tourism and leisure sector within the District, with the seafront and esplanade attracting thousands of visitors each year. Despite its strengths however, Burnham's economy has been subject to a range of growing pressures over the past 20 years. Always subject to seasonal variations, recent years have also seen a gradual reduction in summer time trade, reflecting both changes within the tourism sector in the UK; a need to refresh the basic offer within the town; and stronger offers in neighbouring settlements (notably Weston). When combined with wider pressures on retail within town centres, Burnham has faced a convergence of economic issues which has the potential to undermine its long-term sustainability." As a result, one of the Strategy's objectives is to "Seek to enhance Burnham-on-Sea as a destination for both visitors and businesses, attracting investment into the town's centre and seafront, as well as wider environs."²⁴

3.1.3. Local

Burnham-on-Sea and Highbridge Neighbourhood Plan (2014-2032)

At the time of drafting, the Burnham & Highbridge Area Neighbourhood Plan²⁵ was at the point of being scrutinised against national policy and legal requirements by an independent Examiner (something which all such Plans go through). If it passes through Examination, the final stage will be

²¹ See policy D12 in the Core Strategy and D18 in the emerging Local Plan for exact policy wording.

²² See p.4, paragraph 2.2, https://www.sedgemoor.gov.uk/media/1101/Economic-Development-Supplementary-Planning-Document/pdf/ED_SPD_Final_2016_technical_update1

²³ See paragraphs 4.3.5, 3.18 and 3.19

²⁴ See Objective 7

²⁵ See https://docs.wixstatic.com/ugd/aef4b2_871c095083b945e5abb6b24f6b67e099.pdf

for the plan to be the subject of a local referendum when local people can vote whether they support the plan or not. This final stage follows significant amounts of public consultation during the Plan's evolution and so its content has been shaped by and has the support of the local community. Within the draft Plan the section on Burnham-on-Sea sets out a Vision for the town centre and Esplanade areas which

It recognises the need for residents' **quality of life** to be balanced with the town's **retail and leisure offer** and that the town needs to offer a balance of uses for the community, business and visitors alike along with an **improved public realm**. It highlights the need for the town to become a **destination** worth visiting for the quality of the retail area and walks along an attractive and improved Esplanade, both of which need to be better linked. It sets out the **ambition** for the Princess Theatre to be the community hub of cultural life and form part of a group of buildings serving the community including the library and learning centre which envelope a new civic / public space. The former job centre is in close proximity. The emerging Plan also designates four areas as **local green space** (Marine Cove, Manor Gardens, Crosses Pen and South Esplanade Lawns) to protect them from inappropriate development but which also support enhancements that increase use subject to them being beneficial, improving access, creating recreational facilities, improving the site or enhancing character, biodiversity or amenity.

Our Vision for Central Burnham.

By 2032, the area will be central to all aspects of community life. A centre not just for retail, business and eating out but, in addition, for cultural and social, recreational and leisure pursuits.

It will recognise that there are an increasing number of town centre residents whose quality of life needs to be balanced with the town's retail and leisure offer.

It will celebrate its Victorian heritage, preserving what is the best and building on this by redevelopments which are sympathetic to the scale and style of the existing built environment, whilst not hindering the establishment of a modern shopping and leisure experience. It will recognise that shopping habits have changed and that a successful centre needs the right mix of shops, restaurants, leisure and cultural facilities – all within an improved public realm which enhances the appeal to customers. This mix creates the ambience of the area – charm, friendliness, character and accessibility.

By improving the experience of residents and visitors, the area will have become a "destination" – a place worth visiting for the quality of the retail area and the walks along the Esplanade, which will be better linked to the retail area.

The Princess Theatre will be the hub of cultural life in the centre and, potentially, be part of a group of public buildings with the adjacent Learning Centre and Library linked by a new public space, thus creating a northern focus to the Town Centre – the "Town Square".

At the southern end of town the Pier St. /South Esplanade car park is the entrance to the town for many visitors. There is potential for mixed-use redevelopment while preserving car and coach parking.

The Esplanade will be attractive to residents and visitors, emphasising the quality of the historic environment and implementing the policies of the approved Conservation Area management plan to improve the street scene.

A town that balances being a "sea side town" with being a "town by the sea".

Burnham-on-Sea Economic Plan

The Burnham-on-Sea Economic Plan²⁶ produced in 2016/17 by the Coastal Communities Team (CCT)²⁷ to: give direction to future decision-making; identify a framework of opportunities for economic growth; be flexible and adaptable to changing circumstances; and, propose a programme of deliverable projects. In doing so, it sets

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.

²⁶ See <https://www.coastalcommunities.co.uk/wp-content/uploads/2016/06/Burnham-on-Sea-CCT-Economic-Plan.pdf>

²⁷ See <http://www.burnham-highbridge.org/pages/coastal-communities-team>

out short, medium and long-term goals and actions for the town, based on a series of meetings with local representatives who form the Burnham-on-Sea CCT and an extensive review of data and other available economic evidence. It also fulfils reporting requirements to the Ministry of Housing, Communities and Local Government, capturing relevant local economic information. It is the CCT's role to oversee the development and implementation of the Plan. The Plan's vision forms the basis for this Business Plan's vision, and its Mission which guides the delivery of the Plan's goals (aims) helps to form a consistent direction of travel for action and change in the town.

3.2. Impacts of the Hinkley Point C Development

There are a number of economic, social and environmental impacts in and on the community in Burnham which can be attributed to development at HPC and which are being observed locally and which fit with the picture presented by the strategies and plans outlined above.

3.2.1. Economic Impacts

There is a **lack of high-quality opportunities for leisure and recreation compared to other towns** leading to comparative lack of contribution to local economy by HPC workers. It is **vital that Burnham is able to compete** with the other seaside destinations in Somerset that have already benefitted from government funding, CCF and grants from the CIM fund so that it can **attract visitors** and really start performing as a **destination with a high-quality offer, increasing visitor spend, stay and numbers.**

The community needs to see more money spent in the town through **increased footfall** and this could come from a revitalisation of the **sea front, retail outlets, indoor (wet weather) attractions and small-scale community office space** for start-up businesses. The opportunity presented by HPC development needs to be maximised if Burnham is to see benefits made and retained in the town.



The Esplanade to Pavilion

There is a **lack of a support package for local businesses** to be able to deal with / make the most of the potential impact and benefits of an increase in population and supply chain opportunities generated by HPC. This support is also needed because of the Isleport Business Park (Highbridge) being likely to attract businesses needing new high-quality premises, which could impact on the local economy in Burnham.

There is a **vulnerability of decline in the tourism sector**, as a result of HPC disruption. Need to **mitigate against potential threat** both during and after construction period by improving quality of tourism and visitor offer. The rural, seaside community of Burnham relies heavily on tourism, despite a reasonably diverse economy for a seaside town. This sector has been **affected by the impacts of the HPC development**. These include **increased traffic** on the M5, which is how most

visitors arrive; the perception that the area is hosting a major construction site; **pressure on holiday accommodation and migration of workers seeking higher pay**. The community is affected **when visitor numbers dip**, as they have over the last two years, through **reduced revenue and investment**. Burnham would like to compensate for this loss by attracting HPC workers and families as visitors, helping to **increase visitor stay and spend**.

There is a **lack of a high-quality environment / outdoor “offer”** in Burnham could mean that businesses locate elsewhere, even at the local level. For example, the Isleport Business Park (Highbridge) seems likely to attract businesses needing new high-quality premises, which could impact on the local economy in Burnham.

There are concerns about the **longer term impact of the post-HPC construction** period when workers involved in construction leave the area, thus having a negative impact on the economy.

Local venues which could host music and events have **closed**. For example, the loss of the Clarence Hotel to accommodation solely for HPC workers and of the Waterfront Bar (an events venue lost to housing development) has meant that a key venue hosting music and other events has been lost. This places **additional pressure on the Princess Theatre** as now the only venue of its type in the town. However, it is also an **opportunity** which can be realised with the right investment. While the



The Princess Theatre

theatre is doing well, without **improvements to modernise** the facility (its internal configuration makes its uses and adaptability limited), the town could see further music, events and arts performers choose to go elsewhere outside the town (and even district). This could impact significantly on the town's economy, put at risk local employment and businesses supplying the theatre and could also mean the loss of a venue which provides the **opportunity for bringing people together, both residents, visitors and economic migrants** (such as HPC workers).

Burnham-on-Sea has seen a **reduction of footfall in the town centre** and local businesses are bearing the brunt of the changing economy. This will be caused by a number of factors but changing shopping habits by residents and the changing tourist season and length of break since the recession will be key factors. With the incoming workforce for the HPC development, there are **opportunities to gain from the additional potential spend** in the local area. However, Burnham-on-Sea is **at risk from not maximising opportunities if the offer** from retail, leisure and accommodation is **not of high-quality** to make people choose to spend their money in the town, rather than outside. This is a concern even at the very local level; there is potential for the Isleport Business Park in Highbridge to benefit from a supermarket or other retail units and a hotel, which could be detrimental to the Burnham town centre economy if HPC workers largely stay on the Isleport site and choose to spend money there on goods rather than in Burnham town centre. To combat this negative impact, the town **needs to make best use of opportunity presented by HPC and ensure that more visitors come to the town and then return for a second trip or holiday**, by improving the **quality of the town's overall offer**. This need extends to the night-time / evening economy.

The danger of **losing out to other nearby settlements, economically**, is particularly acute when other nearby towns are either more naturally benefitting from the additional economic population

due to their size or have previously benefitted from support packages to help improve their quality and now therefore “out-compete” Burnham. This factor is **also critical for residents of Burnham** – one of the benefits of living in the town is its good location close to other centres and we must not let this advantage turn into a competitive disadvantage, reducing the town to a **dormitory to other towns** with significant out-commuting for work, leisure and services. **Improving quality** will help to make Burnham a destination and place where **visitors** will want to come (and return) and **economic migrants** and **residents** will want to **spend time and money**, supporting a **sustainable local economy** into the future. This is **essential** also because of the **extent of development** that the town will see in the Local Plan period to 2032 (proposed in the emerging Local Plan as around 15% of the district’s total housing growth, equating to around 2,030 dwellings between 2011 and 2032, residual of around 850 from 2015-2032 after completions and commitments).

Burnham’s **geographic location** should also be a positive for attracting visitors. However, despite best efforts to mitigate against **delays caused by additional traffic** on the highway network, it is likely that journey times to and from Burnham are likely to be affected by additional HGPC traffic, which in turn may reduce people’s propensity to visit, particularly the case for day trippers and short stay visitors. The **town needs** to have a **high-quality offer** to visitors to **help mitigate against the potential negative impact of increased congestion**, especially during the main tourism season.

Despite the potential for larger companies to establish themselves at new employment accommodation, such as Isleport Business Park (which represents both a positive and a negative for Burnham), the town needs to be in a good position to **support small and start-up businesses in the town**. It is likely that there is currently a lack of high-quality small business units or office / desk space to support fledgling businesses in the town. As the HPC development draws in more business from existing businesses across the area and beyond, there is an **opportunity** for new small businesses to “back-fill” smaller scale work that might otherwise have been fulfilled by businesses feeding the HPC supply chain.

There is a **potential negative impression** of people viewing HPC as a “bad thing”. Coupled with the **challenges posed by a changing industry / sector** and the need for **improvement to the quality** of the offer, a **focused marketing campaign** is required to **mitigate impact, attract visitors and maximise the benefits** to be felt by Burnham Evolution projects aimed at improving facilities and assets and growing and sustaining the local economy.

Poor physical **connectivity and way-marking** between the seafront and the town centre means that those visiting the seafront area as a destination are unlikely to venture into the town centre, reducing footfall and reducing visitors’ contribution to the local economy. Better connecting places and spaces will also mean better connecting people and business and will help to encourage visitors staying at holiday parks to access the town.

There is a **lack of programmed and effective delivery** caused by a lack of paid support to implement the funding and projects.



Poor quality signage on The Esplanade

3.2.2. Social and Community

There is a **greater population** in the area (Burnham and wider) **of construction workers placing pressure** on use of and the need for **leisure and recreation assets and community space**.

The **influx** of a significant HPC worker **population** in a short time places **pressure** on the **community's social cohesion and inclusion**.

The **state of people's health and the buoyancy of the economy are linked**. Lower quality of environment and fewer opportunities for outdoor activity and poorer cultural offer where people live compared to other places (particularly if residents do not have access to a car or good public transport to access alternative offer in other towns) can lead to **a tapering local economy and higher levels of deprivation and poor health**. Potential negative impact on the **quality of life** of residents in Burnham. Lower quality of life will contribute negatively to physical *and* mental health of the resident population.

3.2.3. Environmental and Place

Sea defences (the substantial, but necessary, sea wall) have impaired the view across the Channel. The **sea wall** itself is **devoid of attractive design** features and remains **purely functional** despite previous attempts to use the wall to display information plaques. HPC is now the main focus. Visitors and residents would appreciate a clearer view over the wall and the **wall / footpath / esplanade could also be better utilised as a feature and asset**. The quality of and consistency of street furniture is poor in many locations and there are **few activities or facilities** to encourage best use of the extensive elongated and largely accessible space from north to south.



Extensive functional (yet) bland sea wall

3.2.4. Supporting Known Impacts

Many of these impacts understood to be occurring locally are also supported by documents prepared in relation to the HPC development. These have been produced in relation to, or with reference to understanding and mitigating possible impacts of, the Hinkley Point C (HPC) development. These include Local Impact Reports, Hinkley Tourism Strategy and a HPC Supplementary Planning Document (SPD).

The Hinkley Point C development has generated **Local Impact Reports (LIR)** which sought to understand the key impacts and mitigations that they may require prior to and during construction. The LIRs informed both the planning consents for the preparatory works and HPC construction itself

and is a useful source of data to help demonstrate impacts now being felt in Burnham. The LIR did not have the ability to be specific about some impacts, for example on the local Burnham economy, but did raise key issues which were likely to prove influential to the wider Somerset and coastal economy. It raised the vulnerability of the tourism sector to decline in locations like Burnham as a result of disruption and suggested that it could take longer than the build period for HPC for it to properly recover.²⁸ The LIR also raised concerns that the construction of HPC could, through a combination of perceived impacts and actual or reported incidents or experiences, damage the brand of Somerset, displacing visitors to other locations and with resulting impacts such as (amongst others) reduction in visitor spend, reductions in demand for visitors in centres in close proximity to places such as Burnham “...due to visual impact and concerns about impacts on the quality of the holiday experience including concerns about safety and the use of family holiday accommodation by contractors...” and the cumulative visual effects of HPC and associated development sites.²⁹ The LIR also highlighted research undertaken which suggested that the number of visitors across Somerset could be impacted significantly by HPC as the figures below show.

Figure 2: Potential Impact of HPC on County-wide Visitor Numbers

Impact	Total change
Total staying trips	-102,000
Total staying nights	-403,000
Total day visits	-611,000
Total visitor spend	‑£47,000,000
Total jobs	-1,360

Source: Local Impact Report (Somerset County Council, West Somerset Council and Sedgemoor District Council) 3rd May 2012 ISSUE, p.240, paragraph 9.4.3.3

The report went on to suggest that the total impact could reach -£14.1m in Sedgemoor alone.

The **Hinkley Point Tourism Strategy** has identified, as one of its strategic aims, the need to **improve experiences, attract and retain customers and increase industry resilience**³⁰. The strategy also highlights the **traffic impact threat** posed by additional traffic generated by the development³¹.

The **HPC SPD** provides planning policy guidance in relation to developments related to HPC. It recognises that the northern coastline from **Brean to Burnham is the main driver of the tourism** offer in Sedgemoor, attracting almost a quarter of visitors to Somerset³². It highlights potential impacts as a result of the HPC development and suggests **how the tourist economy could be protected and contributed to** by HPC. For example, Box 18 states that “...Where adverse impacts cannot be avoided they would need to be balanced through pro-active measures agreed between the HPC project promoter and the relevant Councils to protect and enhance the tourism and leisure offer. These measures could include: ...provide a strategic enhancement to existing attractions, such

²⁸ See Local Impact Report (Somerset County Council, West Somerset Council and Sedgemoor District Council) 3rd May 2012 ISSUE, p.231

²⁹ See Local Impact Report (Somerset County Council, West Somerset Council and Sedgemoor District Council) 3rd May 2012 ISSUE, p.238

³⁰ See Hinkley Tourism Strategy 2015-20, p.9, <https://www.westsomersetonline.gov.uk/Tourism---Leisure/Tourism/Hinkley-Tourism-Strategy>

³¹ See Hinkley Tourism Strategy 2015-20, p.8, <https://www.westsomersetonline.gov.uk/Tourism---Leisure/Tourism/Hinkley-Tourism-Strategy>

³² Paragraph 6.56, Local Impact Report

as Butlins family resort in Minehead and Burnham-on-Sea, to maintain their reputation and ‘pull’ for visitors.”³³

The **SDC Priorities Plan**³⁴ was produced to guide the local authority (and specifically the Hinkley Programme Board and relevant staff) on applications to the Community Impact Mitigation (CIM) Fund and identifies priority impact areas and mitigation requirements not fully identified by previous studies such as the LIR and Residual Impacts Analysis Report (RIAR).

Figure 3 reproduces the table of priorities identified in the Priorities Plan for Burnham and Highbridge.

Figure 3: Priorities for Burnham and Highbridge identified in 2013

Measure	Description	Justification
Town Centre Improvements	Burnham Town Centre enhancements for streetscape, safer and accessible pedestrian environment	Address anticipated effects on town and tourism sector
Town / Street Infrastructure Improvements	East to West links to the High Street and Victoria Road to the Promenade	Improvements to public realm and pedestrian environment to address impacts on town and tourism sector
Green Infrastructure / Open Space	Apex Park improvement programme and support to Management Programme. Linear park development along Southern Esplanade	Improvements to address impacts on town and tourism sector
Public Realm	Creation of new town square in Highbridge. Lighting of walkways through Manor Gardens (Burnham)	Offset effects of increased town centre pressures through influx of non home based workers
Community Buildings	Burnham Community Centre – support to life skills development (societal, health and livelihood)	Support to disadvantaged communities for skills, training and learning to address economic inactivity and worklessness

Source: See SDC Priorities Plan https://www.sedgemoor.gov.uk/media/1551/Priorities-Plan-Refresh/pdf/Priority_Plan_Refresh_-_final_28-02-17_for_website, p.20

In addition to these priorities, the Plan also states that if ideas for mitigation come forward after the publication of the Priorities Plan, they will be considered on their own merits and may trigger an update of the Plan.

³³ See Hinkley Point C SPD, Box 18, p.41

³⁴ See SDC Priorities Plan https://www.sedgemoor.gov.uk/media/1551/Priorities-Plan-Refresh/pdf/Priority_Plan_Refresh_-_final_28-02-17_for_website, p.24 “Rest of the District” and “Future Schemes”

3.3. The Economy: Strengths, Weaknesses, Opportunities and Threats

The Economic Plan sets out a series of strengths, weaknesses, opportunities and threats to the local economy, which the Business Plan process has revisited and updated. The brief SWOT analysis helps to illustrate Burnham’s position “in a nutshell”.

Figure 4: SWOT Analysis

<u>Strengths</u>	<u>Weaknesses</u>
<ul style="list-style-type: none"> ✓ High percentage of independent businesses ✓ Healthy mix of leisure and retail ✓ Extensive seafront and sandy beach ✓ Good geographic position with good and quick access to major road routes and to other visitor destinations and attractions ✓ Tradition of factory fortnights and next generation holiday makers ✓ Growing local population ✓ Thriving arts scene ✓ Position on the Somerset Coastal Path ✓ Established local events ✓ High level community participation ✓ Proximity to mainline railway station at Highbridge 	<ul style="list-style-type: none"> × No focal point in the town centre × No clear identity for the town × Lack of outdoor seating for visitors to cafes/restaurants × Poor linkages between High Street & Esplanade × Poor connections between day & evening economies × Lack of accessible access to beach × Park separated from town centre by busy road × Low wage levels × Inflexible opening hours × Disparity in footfall between areas of the town × Underused first floor, poor maintenance, lack of modern premises × Unappealing shop frontages × Some buildings are not ideally suited to current use and don’t conform to modern standards × The bathing water quality has suffered in recent years and the use of the water is limited by this × Misconnected and mis-used drains, sewage, levels of beach / marine litter and fouling by dogs and seagulls all identified as key factors contributing to the poor water quality
<u>Opportunities</u>	<u>Threats</u>
<ul style="list-style-type: none"> ✓ Growth of UK staycations ✓ High level of civic pride ✓ Differentiate on arts, seaside and independents ✓ Making better use of space on seafront ✓ Growth in cycling, walking & other active holidays ✓ Shop local initiatives ✓ Extending the traditional season ✓ Experiential economy ✓ Maximising business opportunities from Hinkley Point C ✓ Maximising visitor opportunities from Hinkley Point C (incoming population) ✓ Building on existing community / social capital to embed cohesion with incoming workers & new residents ✓ Embrace changing shopping habits ✓ Building on the heritage of the town 	<ul style="list-style-type: none"> × Changing town centre vacancy rates and footfall × Competition from neighbouring destinations which have benefitted from investment × Digital economy × Ageing Population × Lack of skilled workers locally × Out commuting × Lack of co-ordination for events × Lack of clear brand × Outdated accommodation × Out shopping due to lack of anchor brands × Negative perception of Hinkley Point C × Increased traffic congestion on routes to the town due to Hinkley Point C construction traffic

3.4. Summarising Evidence

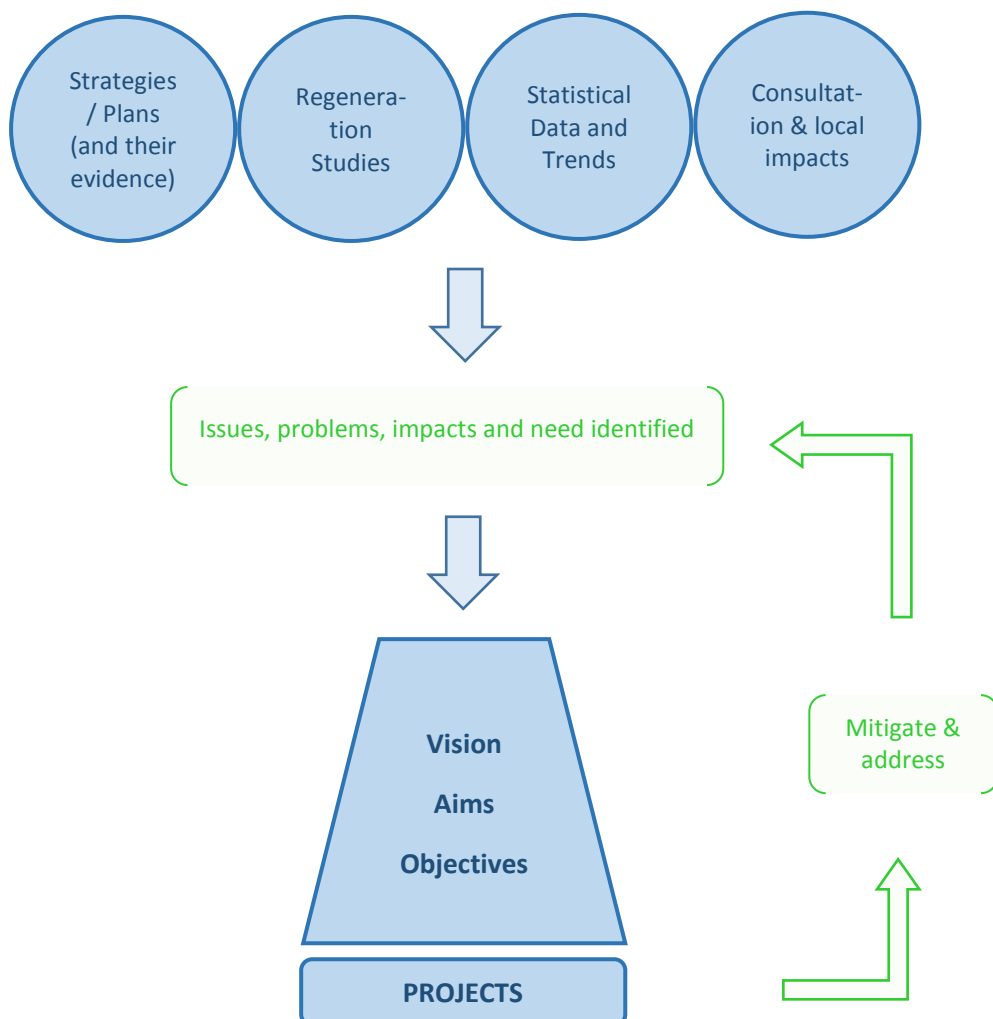
It is this evidence, together with other data and our wider understanding of the economic pressures on the town which have informed the development of this Business Plan and the projects proposed as part of it which respond directly to these impacts.

The linkages between these impacts, the sources of evidence which demonstrate them and the projects proposed in response to address them are set out in appendix 3 to the Business Plan.

4. Developing a Vision, Aims, Objectives and Projects

It is from the above strategies, plans, studies, other evidence and SWOT analysis that the “direction of travel” for this Business Plan is set. They can be drawn upon to develop a Vision, Aims, Objectives and Projects. The process of developing the thrust of the Business Plan has followed the following steps.

Figure 5: From Evidence to Projects



5. Vision

The Business Plan's Vision is drawn from the Burnham-on-Sea Economic Plan and has been shaped further by the Business Plan process.

**“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.
We will move towards being a high-quality destination.”**

The Vision is the headline for the Business Plan and leads on to the aims, objectives and projects encapsulated by this Business Plan.

6. Aims & Objectives

The **Aims** of the Business Plan mirror the goals of the Burnham-on-Sea Economic Plan and also seek to respond positively to the evidence, impacts and key issues highlighted above in previous sections.

- i) To address the challenges for our rural, coastal community by supporting its traditional businesses and creating new ones and creating a modern retail and leisure experience that meets the needs and aspirations of residents and businesses.
- ii) To maximise the community's opportunities for taking advantage of its coastal location as a place to live, work and attract day and staying visitors by making it more appealing as a destination for longer periods over a greater part of the year, competitive with other seaside places.
- iii) To have accessible and attractive public spaces. It will be a vibrant place, improving quality of life, appealing to both residents and visitors during the day and after dark.
- iv) To 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.
- v) To make best use of the Burnham brand identity, adopted by various groups and organisations as an accurate and inspirational representation of Burnham-on-Sea.
- vi) To grow the visitor economy to increase its value and contribution to the local economy, including the creation of new additional jobs.
- vii) To encourage physical activity; adapting landscape and public realm assets to ensure access for all and building in appropriate recreation facilities.
- viii) To be brave: Burnham-on-Sea will be a town that encourages residents to try new things.

The Business Plan's **Objectives** are drawn from a broader set of objectives set out in the Economic Plan and developed to respond to the aims above, linking clearly to projects proposed below in this Business Plan.

- a) Diversify the mixture of retail and leisure within the town, to help broaden and sustain the local economy and maximise the offer.
- b) We will take forward appropriate regeneration projects that create a sense of place, improve the public realm, maximise our natural assets and improve the connection of the town centre to the sea to increase footfall and visitor spend.
- c) Reduce vacancy rates in the town centre to below <7%.
- d) Maximise opportunities to benefit from a rapidly changing local economy and economic migrant population resulting from the Hinkley Point C development.
- e) Mitigate negative impacts of the Hinkley Point C development on the town through targeted project investment and enable the town to develop a local economy which can compete with neighbouring destinations.
- f) Introduce additional initiatives, infrastructure and support for growing, supporting and sustaining local micro, small and medium sized businesses at the heart of the local economy.
- g) Improve opportunities for increasing community cohesion as the town's socio-economic composition continues to rapidly absorb the additional incoming economic migrant population and the resulting population anticipated from planned housing growth in the town.
- h) Introduce capacity and expertise to make visitor marketing effective and therefore help ensure that the investment in improvements is maximised and sustained in the long term.



Opportunity for better use of South Lawns, South Esplanade

7. Funding Sources and Opportunities

There are a number of potential sources for funding Burnham Evolution proposals set out in this Business Plan:

- Burnham-on-Sea & Highbridge Town Council;
- Sedgemoor District Council RLT2 and RLT3 Funding;
- Community Impact Mitigation Fund (CIM);
- Coastal Communities Fund;
- Coastal Revival Fund; and,
- Arts Council England.

These are elaborated below.

It is important to note, however, that other funding opportunities may become available during the lifetime of the Business Plan and this Plan provides substantial evidence of need and demand should additional funding be required following application to the various funds currently open.

7.1. Town Council

The Town Council has only a limited grants fund (of around £45,000 per annum) which is typically allocated to community groups to support their activities, improvements and programmes.

Therefore, the Town Council's main contribution to Burnham Evolution will be:

- a £7,000 contribution from the Friends of Princess Theatre fund towards delivery of the essential projects identified for improvements to the Princess Theatre (see project 3);
- responsibility overall for the delivery and monitoring of the projects;
- long-term sustainable management, insurance, maintenance and possible future renewal of the assets in Town Council control following delivery and beyond the timeframe of the Business Plan;
- officer time and resource supporting the implementation of projects;
- providing an office base for any staff recruited to deliver the programme (see projects which follow).

Funding may also be sought from the Community Infrastructure Levy (CIL)³⁵ contributions made by developers to Sedgemoor District Council for qualifying development in the town, a proportion of which is currently automatically paid to the Town Council, based on Government requirements.

The Town Council has also funded the consultancy support required to develop this Business Plan and has provided staff time to organise consultation exercises, collate and analyse responses and comments and organise project team meetings.

The Town Council also has access to funding set-aside by Sedgemoor District Council for use on outdoor play and sports facilities (see RLT2 and RLT3 below).

7.2. Sedgemoor District Council Local Plan RLT2 and RLT3 Funds

Policy RLT2 (Provision of Outdoor Play) and RLT3 (Provision of Outdoor Sport) in the Sedgemoor District Council Local Plan allow for appropriate contributions to be gathered from housing development (those granted consent prior to 01 April 2015) towards the provision of additional facilities for outdoor play and sport in an area local to the development. After this date, the local authority adopted a new regime for collecting such contributions, the Community Infrastructure Levy (CIL).

There are opportunities for the Town Council to apply for use of RLT2 & 3 monies and the funding source may provide an element of match funding towards some "Burnham Evolution" projects.³⁶

³⁵ See <https://www.sedgemoor.gov.uk/cil>

³⁶ See <https://www.sedgemoor.gov.uk/RLT> for further details.

The types of items that the RLT2 funds could be used for are:

- Acquisition of land for play space;
- New playground equipment and associated youth facilities; and,
- Ancillary items for the playground i.e. gates, litter bins, etc.

RLT3 funds are unlikely to be of practical benefit unless combined with other resources. In this case these funds are utilised by either:

- Pooling of resources for facilities servicing a cluster area; or,
- An addition to other locally raised funding or grant-aided to achieve a new/improved facility in the parish.

The types of items that the RLT3 funds could be used for are:

- Acquisition of land for outdoor sports facilities (playing fields, sports grounds, multi-use game areas, tennis courts);
- Development of outdoor sports facilities including changing facilities; and,
- Ancillary items for outdoor sports facilities.

The amount of funding available from RLT funds (minus current funding applications and commitments) is around £20,000, applicable to projects across Burnham-on-Sea & Highbridge Town Council area. Funds held by the District Council must be spent within 10 years from the date of payment by the developer. In Burnham, the oldest contribution will have been held for 10 years in 2020.

7.3. Community Impact Mitigation Fund (CIM)

West Somerset Council sets out what the CIM fund is in funding application guidance³⁷.

“EDF Energy are currently preparing the site at Hinkley Point C (HPC) for a new Power Station. During the planning process a range of measures were agreed to help mitigate impacts of the construction on local communities. One of the mitigation measures included the provision of a £7.2m fund to be spent on projects, schemes and initiatives in the areas most affected by the impacts of the Hinkley Point C development.

The CIM Fund will support projects in Somerset (particularly those in West Somerset and Sedgemoor) that aim to mitigate the direct, indirect and intangible impacts and improve the social, economic or environmental wellbeing of communities that are (or will be) affected by the construction works taking place at Hinkley Point C or by any of its associated projects. Other projects associated with the construction works at Hinkley Point C include highway improvements, construction of park and ride schemes and the construction of worker accommodation campuses.”

According to the guidance, to be eligible for CIM funding, projects must meet the following criteria:

- Be able to demonstrate social, environmental or economic impacts on your community as a result of the HPC development.

³⁷ See <https://www.westsomersetonline.gov.uk/Hinkley-Point-C-Community-Impact-Mitigation-Fund/How-to-Apply/Guidance-Notes> (page 1 of “Guidance Notes”)

- Be able to demonstrate that your project or initiative is relevant and related to addressing the impacts you have identified.
- Benefit a community or communities in Somerset.
- Be (or be working with) an organisation that is formally constituted or that has agreed terms of reference or other relevant governing document.

Applications are assessed against the following criteria:

Criteria	Test
Community Need	Has the applicant demonstrated a need for the project in relation to the Hinkley Point C development?
Extent of Benefit	Will the project ensure a positive benefit and/or legacy to an adequate proportion of people within that community and where possible the wider community?
Quality of Life	Will the project enhance the quality of life of the local (and wider) community affected/potentially affected by the Hinkley Point C development?
Community Support	Does the project have support from the local community and the local business community?
Partner Support	Are partners involved in the project?
Governance	Are good governance arrangements in place, including financial and project management to ensure deliverability?
Sustainability	Will the project contribute to achieving sustainable communities, environmental sustainability and contribute to regeneration objectives? Is the project financially sustainable?
Value for Money	Does the project offer value for money? Has effort been made to maximise the impact of any funding? Has effort been made to secure match funding?

Appendix B of the SDC Priorities Plan 2017/18 provides useful advice on the development of a CIM bid or project³⁸:

1. How is the project/ initiative related to the HPC project?
2. What impacts does it relate to?
3. Is the impact highlighted by the Councils in the Local Impact Report³⁹?
4. How does the project/ initiative deal with the impacts in a timely manner to avoid/ reduce impacts?
5. Has the project / initiative been shaped to align with the CIM criteria in the s 106?
6. Is the impact predicted in the LIR, RIAR, PP?
7. If so, it is significant and almost certain to happen, or is it one of the areas where we need to monitor and see what the impacts are later in the construction process?
8. Is there any link to the EDFE Environmental Statement? Perhaps impacts have been „designed out“ or mitigation planned? Check to avoid duplication.
9. The EDF project already has built in some large scale mitigation e.g. Cannington Bypass, and design should have already taken into account local impacts.
10. Does the project/ initiative fit with planning policy or guidance? e.g. LDF, Bridgwater Vision, Hinkley SPD, Eastover SPD, Celebration Mile, East of A38, Northern Gateway, Green Infrastructure Plan etc.”

³⁸ See https://www.sedgemoor.gov.uk/media/1551/Priorities-Plan-Refresh/pdf/Priority_Plan_Refresh_-_final_28-02-17_for_website, Appendix B, p.29

³⁹ Full report can be viewed at: <https://infrastructure.planninginspectorate.gov.uk/projects/south-west/hinkley-point-c-new-nuclear-power-station/?ipcsection=docs>

These questions have been considered as the Business Plan has been developed.

Appendix 4 summarises how and where in this Business Plan each of the criteria and tests have been responded to.

7.4. Coastal Communities Fund (CCF)

The Government sets out what the CCF is in its guidance⁴⁰. “In 2012 the Government introduced the Coastal Communities Fund (CCF) to support economic development projects in coastal areas across the UK. The UK Government announced in 2015 that the CCF was to be extended to 2020/21, with at least £90 million of new funding available across the UK for the period 2017/18 to 2020/21. CCF Round 5 covers the period 2019-20 to 2020-21. The CCF aims to support the economic development of coastal communities by promoting sustainable economic growth and jobs, so that people are better able to respond to the changing economic needs and opportunities of their area. Funding awards in excess of £50,000 are available for a wide range of applicant organisations and projects which benefit coastal communities. Consideration will be taken of how plans for economic growth address local needs and priorities, the number of jobs that will be created and their long-term sustainability... CCF Round Five in England will have around £40 million available for spend from April 2019 to end of March 2021.”

All CCF funded projects are expected to realise the following outcome: “Coastal communities will experience regeneration and economic growth through projects that directly or indirectly create sustainable jobs and safeguard existing jobs.”⁴¹

Appendix 4 summarises how and where in this Business Plan each of these CCF outcomes have been responded to.

7.5. Coastal Revival Fund

The £1 million Coastal Revival Fund⁴² provides grant funding to be spent in 2018 to 2019. Bids of up to £50,000 per project can be submitted where projects can be delivered by the end of March 2019. The fund supports projects to help revive heritage assets that are important to local communities but have not yet reached their full economic potential or are facing neglect. Examples of eligible sites and assets include seafronts and public squares, as well as piers, parks, promenades, lighthouses, lidos, marinas, military structures and so on.

The overall aims of the Coastal Revival Fund are to:

⁴⁰ See

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/683603/CCF_Guidance_Notes.pdf (page 5)

⁴¹ See

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/683603/CCF_Guidance_Notes.pdf (page 5)

⁴² See <https://www.gov.uk/government/publications/coastal-revival-fund-an-invitation-to-apply-for-funding>

- Support Coastal Community Teams and their partners to develop long term strategies for dealing with coastal heritage assets.
- Support material improvements to historic structures, sites and assets to help secure their long-term future and continued use.
- Encourage the sustainable use of heritage and community assets in coastal areas to provide a focus for community activities and enhanced economic opportunities.
- Encourage greater local partnership working in coastal areas.
- Support the development of local solutions to economic issues facing coastal communities particularly those outlined in Coastal Community Teams economic plans.
- Help develop innovative ideas in response to the particular challenges often faced in dealing with the ongoing maintenance and use of heritage assets in coastal locations.

7.6. Arts Council

The Arts Council has a “Project Grants” fund⁴³ (funded by the National Lottery), open for applications from March 2018. It is an open access programme for arts and museum projects, and for arts projects in and with libraries. Nationally, the fund has a budget of £97.3 million available each year for museums, libraries, artists and arts organisations. According to the Arts Council’s website the programme supports thousands of individual artists, community and cultural organisations. Projects set out in this Business Plan which relate closely to the aims of this funding programme could benefit from the fund which will fund projects from £1,000 to £100,000.

⁴³ See <https://www.artscouncil.org.uk/projectgrants>

8. Proposals and Projects

We have packaged our projects to focus on four zones or areas of change and / or intervention, each responding to a slightly different set measures required to make necessary improvements to raise quality.

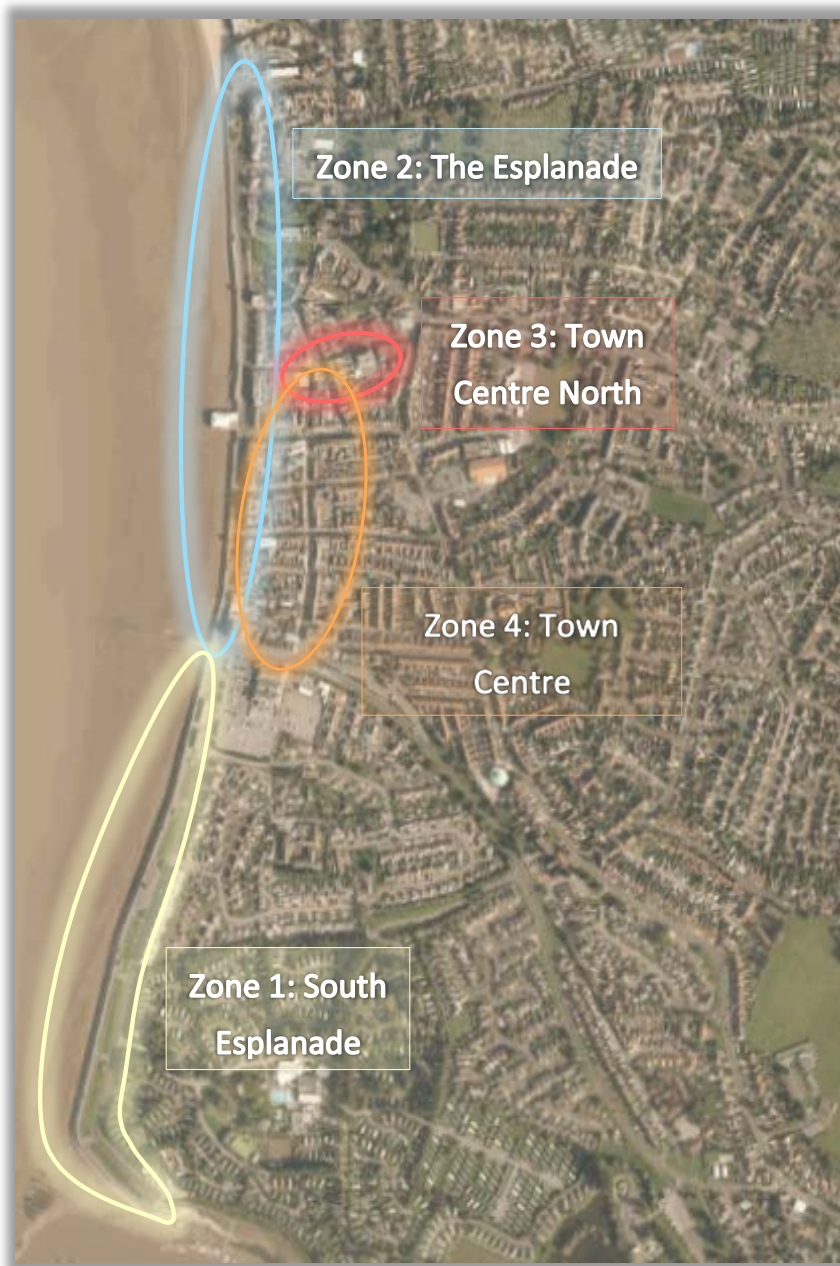
8.1. Zones

- **Zone 1 – South Esplanade** - with a focus on achieving increased and more active use of the extensive seafront space through additional facilities to encourage activity and learning for children and adults, while improving existing infrastructure and street furniture to a higher quality and design and improving connections to the south to Apex Park.
- **Zone 2 – The Esplanade** – with a focus on improving existing infrastructure and street furniture and introducing additional facilities to encourage greater use and enjoyment of the Esplanade north through to Sea View Road and improving connectivity through to the town centre.
- **Zone 3 – Town Centre North** – with a focus on regeneration and enhancement of the area around the proposed civic space / northern town square through specific projects aimed at improving social and community cohesion and helping ensure that cultural assets maximise their potential to harness local economic growth and sustainability.
- **Zone 4 – Town Centre** – with a focus on retail business support to help businesses to be better equipped to deal with local economic change.

These are set out on the map over the page.

The zones are illustrative and are not intended to indicate that every area, space, facility or building within each zone will see some form of change or improvement. The detail of what is proposed to change in these zones is set out later in this next section.

Figure 6: Burnham Evolution Regeneration Zones



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8.2. Projects: Summary List

For each of the zones, we propose the following projects. Some projects proposed are cross-cutting across the zones and are therefore listed in more than one zone where relevant.

Zone 1 – South Esplanade

Ref. Name

- 1 Seafront Environmental Public Realm Improvements:
- 1b *Replace existing signposts*
- 1c *Seafront Sea Walk (1 mile S-N, mid-point and N-S start point signs)*
- 1d *Quarter mile distance markers*
- 1e *Refurbish or replace benches*
- 1f *Refurbish or replace bins*
- 1g *Replace lighting on lamp posts with column lighting on existing lamp posts and install decorative lighting in the long-term*
- 1h *Floor games*
- 1i *Seawall wildfowl art*
- 1j *Demolish and replace 3 x shelters in similar style and aspect (raised) to those along The Esplanade*
- 1k *Hinkley Point C Information Panel*
- 1l *Play Area*
- 1m *Trim Trail*
- 5 Project Co-ordinator (Implementing Burnham Evolution)
- 6 Destination Marketing
- 7 Feasibility and Design

Zone 2 – The Esplanade

Ref. Name

- 1 Seafront Environmental Public Realm Improvements:
- 1a *Refurbish existing shelters*
- 1b *Replace existing signposts*
- 1c *Seafront Sea Walk (1 mile S-N, mid-point and N-S start point signs)*
- 1d *Quarter mile distance markers*
- 1e *Refurbish or replace benches*
- 1f *Refurbish or replace bins*
- 1g *Replace lighting on lamp posts with column lighting on existing lamp posts and install decorative lighting in the long-term*
- 1h *Floor games*
- 5 Project Co-ordinator (Implementing Burnham Evolution)
- 6 Destination Marketing
- 7 Feasibility and Design

Zone 3 – Town Centre North

Ref. Name

- 2 Community and Small Business Hub
- 3 Princess Theatre Community Enhancements
- 5 Project Co-ordinator (Implementing Burnham Evolution)
- 6 Destination Marketing
- 7 Feasibility and Design

Zone 4 – Town Centre

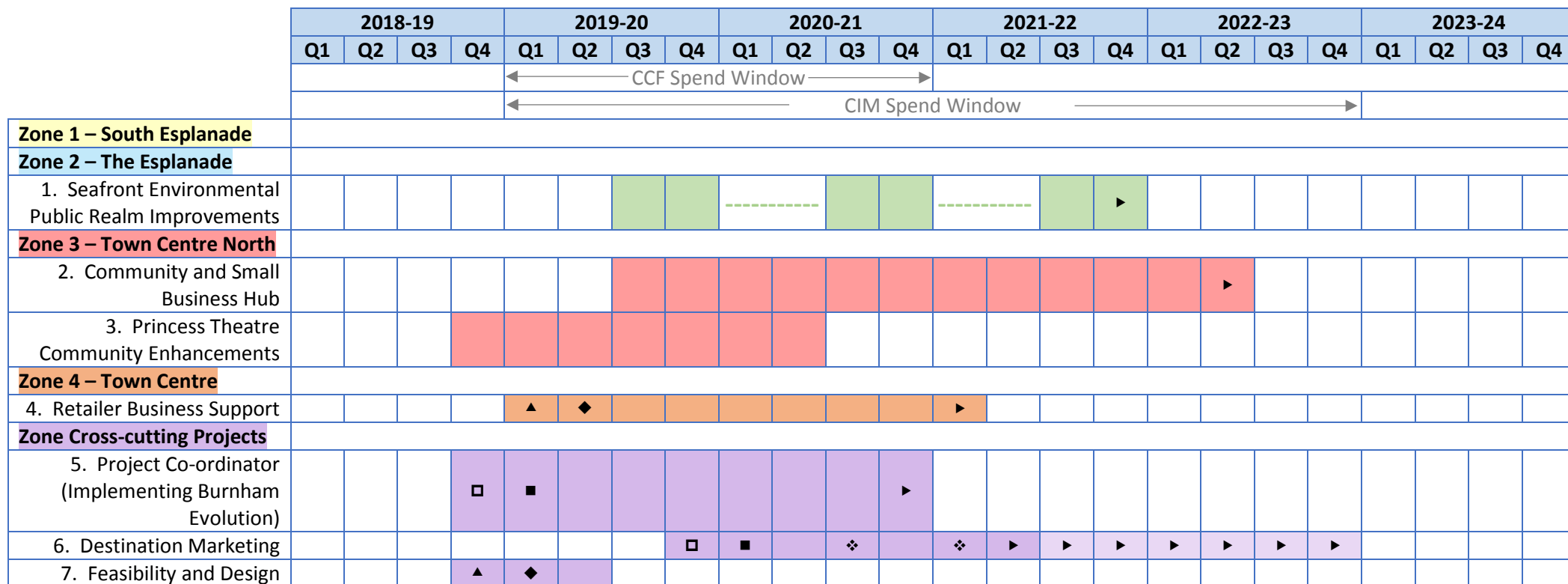
Ref. Name

- 4 Retailer Business Support
- 5 Project Co-ordinator (Implementing Burnham Evolution)
- 6 Destination Marketing

8.3. Projects: Indicative Timings

The following “project plan” provides an indication, by quarter, of approximate start and finish points for the projects. The timings within this context are explored further for each individual project in the sections which follow. In drawing together this indicative timetable, consideration has been given to the spending “windows” for the Coastal Communities Fund (spend from April 2019 to March 2021) and for the Community Impact Mitigation fund (with a 3-year revenue window for each project) and timing of delivery in relation to the main visitor season (spring and summer months).

Figure 7: Indicative Timings



Key: ▲ Brief; ◆ Commission; □ Recruit; ■ Start; ▶ Legacy & succession; ❖ Impact monitoring & adjustments

8.4. Project 1: Seafront Environmental Public Realm Improvements

8.4.1. Location Plan and Description

The environmental improvement projects comprise 13 measures to help improve the quality of experience and variety of activities available to both children and adults along the extensive seafront. The measures will be located throughout Zones 1 (South Esplanade) and 2 (The Esplanade) along the walkway, sea wall and green spaces. In improving the quality of the seafront environment, the projects together will represent and provide a catalyst to help increase the number of visitors (and frequency of trips) and provide opportunities for businesses.

The projects which improve the quality of existing features and street furniture will introduce materials to improve the long-term resilience in the hostile seafront conditions, thereby also reducing the long-term costs for maintenance and replacement. We have an ambition to ensure that refurbished and new facilities are resistant to weathering and we will take the opportunity to ensure facilities can mitigate impacts. Burnham Evolution will also have a focus on energy efficiency, low carbon solutions, litter reduction and re-using and recycling materials.

For example, provision will be made to ensure sustainable drainage / properly connect drainage (to minimise water contamination from polluted run-off), low-energy or renewable energy lighting and will include information boards and/or visible signage to promote environmental stewardship, for example:

- where recycled content is included into design of structures, this will information will be promoted to the public; and,
- behaviour change campaign messages such as *'Think before you throw'*, *'Bag it and Bin it'* and *'Don't feed the Locals'* will be put up to reduce littering, dog fouling issues and threats of gull attacks and reduce bird fouling along the coastline.

Projects will aim to complement and link, where possible, to the investment being made by Wessex Water to improve the quality of bathing water⁴⁴. In working closely with the Litter Free Coast & Sea Somerset Community Officer, the environmental impact on bathing water of all projects proposed will be fully considered and mitigated against.

In order to maintain quality in the short-term (the Business Plan period to 2023), the Business Plan includes a funding bid for £25,000 to help maintain the new and refurbished improvements and assets. We are exploring other ways of maintaining the improvements in the long-term beyond this period.

As well as introducing additional activities and making better use of space the package of projects will aim to better connect the seafront areas to the town centre, increasing permeability to and footfall through the town centre, and beyond (for example to Apex Park),.

⁴⁴ Bathing waters are key locations at a beach where the highest number of people swim and paddle. For Burnham-on-Sea, this is considered to be the Jetty. The water quality is tested at these designated areas by the Environment Agency to check how many bacteria are in the water. The bathing water quality is classified using the revised 2015 EU Bathing Water Directive based on the amount bacteria in the water when the sample is taken. Wessex Water in conjunction with Sedgemoor District Council and the Environment Agency, has invested £39million to improve the capacity and functioning of the local sewage treatment network to reduce impact of sewage on local bathing water quality. These works are due to be completed in 2018.

Figure 8: Improving Permeability



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The 13 projects are as follows.

a) Refurbish existing shelters [The Esplanade (north)]

On The Esplanade, some seating is situated within shelters which contribute positively to the character of the seafront. The shelters are particularly suited to the seafront as they are raised enabling views over the high seawall. Therefore, given their value and positive contribution it is proposed that they are retained, and refurbished to renew their quality and ensure consistency with replaced shelters proposed for the South Esplanade -see project k) below.



Shelters on The Esplanade need refurbishing

b) Replace existing signposts [The Esplanade (north) and South Esplanade]

Signage around the town centre has recently been improved through finger posts and location maps. 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. However, there are major issues with signage between the Esplanade and the High Street/Victoria Street and the surrounding car parks into the town. The finger sign-posts along both the Esplanade and South Esplanade are in a poor state of repair, are heavily rusted and need replacing to help improve connectivity between the seafront and town centre. Their design will also ‘fit’ with proposed new and refurbished street furniture and Apex Park will be added at appropriate points on the seafront.

c) Seafront Sea Walk (1 mile S-N, mid-point and N-S start point signs) [The Esplanade (north) and South Esplanade]

A “sea walk” will be put in place to guide those using the seafront and walking the coastal path with reference points to activities and facilities along the route. The start of the mile route will be marked with a sign and as the mile can be walked in either direction, a similar sign will be placed at the other end of the mile for walkers walking in the opposite direction. A sign will also be placed at the top of Pier Street where The Esplanade meets the South Esplanade given that most visitors arrive at the seafront at this point.

d) Quarter mile distance markers [The Esplanade (north) and South Esplanade]

In addition to the start signs for the sea walk, quarter mile markers will be placed so that those walking (or running) the mile route know the distance they have walked / to go.

e) Refurbish or replace benches [The Esplanade (north) and South Esplanade]

There are a number of benches along both the Esplanade and South Esplanade which need replacing or refurbishing due to weathering and use. We will look to purchase benches which are made of durable, recycled materials.

f) Refurbish or replace bins [The Esplanade (north) and South Esplanade]

There are a number of rubbish bins along both The Esplanade and South Esplanade which need replacing or refurbishing due to weathering and use. We will explore the possibility of providing “recycle” bins (for key items such as clear plastic bottles, pots and tubs in-line with local recycling policies) so that waste can be separated at source and the bins will be made to be “seagull proof” and take “dog mess” (avoiding the need for separate dog bins). We will work with local businesses and Sedgemoor District Council to help reduce waste and increase the frequency of collection of bin waste during the tourist season. We will explore the provision of additional bins along South Esplanade where there are currently few in place.

The proposed upgrade to the bins will significantly reduce levels of beach and marine litter and issues with animal fouling along the coastline by:

- Transitioning to seagull-proof bins to reduce the foraging effect of local seabirds;
- Including clear signage to the general public that all bins can be used for dog waste; and
- Siting bins in the most strategic locations to encourage use, ensure ease of access and maximise impact in terms of reducing littering behaviour.

g) Replace lighting on lamp posts with column lighting on existing lamp posts and install decorative lighting in the long-term [The Esplanade (north) and South Esplanade]

The lighting along both The Esplanade and South Esplanade is in need of replacement with more energy efficient and attractively designed column lighting. Problems are particularly acute with the lighting on The Esplanade with the columns over 25 years old. These columns are the responsibility of Somerset County Council Highways, with the lighting columns on the South Esplanade the responsibility of Sedgemoor District Council. Any replacement of lighting is likely to be to a standard level of provision. We therefore need funding to ensure that enhancements can be made which takes the lighting beyond a standard level of provision and ensures that the lighting along the whole extent of the seafront is of high-quality, durable and is energy efficient (good for both keeping costs down and reducing carbon emissions). In the longer-term, we have an aspiration to introduce high quality decorative lighting, making evening walks more attractive and which “shows-off” the seafront, with lighting becoming a feature and not just simply functional. We will seek to ensure that all refurbished and new lighting will be innovative, low carbon and low cost, for example, using solar photovoltaic technology to power the units.

h) Floor games [The Esplanade (north) and South Esplanade]

We are proposing to provide floor games (resistant to coastal weathering and use) to increase interest and activity (amongst all ages) in six locations along the South Esplanade and 2 locations at the northern end of The Esplanade. Those situated along the South Esplanade will be interspersed with the trim trail activities (project o) and seawall bird tiles (project i). These will help to make better use of the space available along the seafront and encourage visitors and residents to explore further up and down the seafront than they are currently likely to do.

i) Seawall wildfowl art [South Esplanade]

The seawall art will be commissioned from a local artist to ensure that they are engaging and not simply a photograph of a bird. They will help to brighten up the largely bland and featureless

seawall along the South Esplanade, providing education interest of local coastal and estuarine wildfowl. The art will be provided in a form which reduces the chances and impact of vandalism, should it occur.

j) Demolish and replace 3 x shelters in similar style and aspect (raised) to those along The Esplanade [South Esplanade]

As referenced under project a), the shelters along the South Esplanade are in need of replacement. The existing shelters are very municipal in appearance and are not raised, meaning that they are not often used (providing simply a view of the sea wall). We propose to replace them with similar style shelters to those along the Esplanade and raise them to enable those using them to see over the sea wall to enjoy the view. The shelters will be fully accessible.



Heritage Trail and Interpretation boards on an otherwise featureless sea wall

k) Hinkley Point C Information Panel [South Esplanade]

There will be interest, for some visitors, in learning more about Hinkley Point C and the existing power station. We will install an information board near to the Tourist Information Centre to help provide an informative display for visitors.

l) Play Area [South Esplanade]

In order to help maximise best use of our extensive space and encourage play and activity amongst all ages and abilities, in addition to measures proposed along the South Esplanade, we are also looking to invest in a play area to complement the other new facilities and activities being installed along South Esplanade. The play area will provide a focus for play for younger children and children with disabilities, complementing the trim trail which will be aimed at school-age children through to adults. Opportunities for active play on the South Lawns area could be area could be introduced to complement both the play area and trim trail.



Under-utilised unattractive space on South Esplanade

m) Trim Trail [South Esplanade]

A trim trail will be installed along the South Esplanade, alongside the sea wall, with “equipment” and challenges staggered with the proposed floor games and seawall bird tiles. The trail will help make better use of existing space and encourage active play for all ages, particularly children from school age upwards and including adults. As with the other proposals for the South Esplanade, we aim to

get more people exploring the length of the seafront and not simply the Esplanade. The trail will complement the proposed play area.

Design of the Play Area (project l) and Trim Trail (project m) will include considerations for sustainable drainage (including rainwater harvesting where possible); will be coupled with appropriate bins and will include age-appropriate messages about responsible behaviour to protect the coastline. Efforts will be made to source solar-powered lighting for the areas where possible. Any surface water drainage that needs to be installed on site will be connected properly to grey-water sewers and will include 'only rain down the drain' messages in line with the Government's 'Yellow Fish' education campaign.⁴⁵

The figures which follow set out the locations envisaged for the package of seafront projects.



The under-utilised South Lawns provide an opportunity for creative activity linking with the proposed trim trail and play area

⁴⁵ See

https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/339531/Yellow_Fish_Guidance_Manual_Education_and_Community_groups_.pdf

Figure 9: Zone 1: Location of South Esplanade Projects



Figure 10: Zone 2: Location of The Esplanade Projects



8.4.2. Summary of the Challenge (Impact / Problem)

From earlier sections, the summary of the challenges, impacts and problems related to the seafront area and why improvements are needed are as follows:

- There is a lack of high-quality opportunities for leisure and recreation compared to other towns, although there is plenty of opportunity to make better use of the seafront space as an asset. The quality of the seafront environment and what currently exists is in need of renewal. Without renewal, there will be a continued reduction of the contribution to the local economy by tourists and visitors, including Hinkley Point C workers.
- Burnham-on-Sea has seen a reduction of footfall in the town centre. This will be caused by a number of factors including changing shopping habits, the changing tourist season and length of break since the recession and also poor connectivity between the seafront and town centre. The community needs to see more money spent in the town through increased footfall and this could come from a revitalisation of the sea front and improved sign-posts.
- The danger of losing out to other nearby settlements, economically, is particularly acute when other nearby towns are either more naturally benefitting from the additional economic population due to their size or have previously benefitted from support packages to help improve their quality and now therefore “out-compete” Burnham in terms of facilities for residents, businesses and visitors.
- We must not let the town’s good location close to other centres turn into a competitive disadvantage, reducing the town to a dormitory to other towns with significant out-commuting for work, leisure and services. Improving quality will help to make Burnham a destination and place where visitors will want to come (and return) and economic migrants and residents will want to spend time and money, supporting a sustainable local economy into the future.
- Burnham’s geographic location should also be a positive for attracting visitors. However, despite efforts to mitigate delays caused by additional traffic on the highway network, it is likely that journey times to and from Burnham are affected by additional HPC traffic, which in turn may reduce people’s propensity to visit, particularly the case for day trippers and short stay visitors. Other impacts include the perception that the area is hosting a major construction site; pressure on holiday accommodation and migration of workers seeking higher pay. There is therefore a vulnerability in the tourism sector as a result of HPC disruption; now, during construction and



Poor quality cluttered signage, The Esplanade / Sea View Road



Shelters on South Esplanade need replacing

in the longer-term post construction. The town needs to have a high-quality offer to visitors to help mitigate against the potential negative impact of these impacts, especially during the main tourism season and for the long-term.

- The increased population in the (Burnham and wider) area arising from construction and other HPC workers places pressure on use of, demand for and need for leisure and recreation assets and community space.
- The rural, seaside community of Burnham relies heavily on tourism, despite a reasonably diverse economy for a seaside town. The community and local economic resilience is affected when visitor numbers dip, as they have over the last two years, through reduced revenue and investment.
- Sea defences (the substantial, but necessary, sea wall) have rendered the seafront less attractive and impaired views across the Channel. The sea wall itself is devoid of attractive design features and remains purely functional despite previous attempts to use the wall to display information plaques. The wall / footpath / esplanade could be better utilised as a feature and asset. The quality of and consistency of street furniture is poor in many locations and there are few activities or facilities to encourage best use of the extensive elongated and largely accessible space from north to south.
- Maintaining high quality facilities and infrastructure due to the harsh coastal environment.
- Lack of a high-quality environment / outdoor “offer” on Burnham seafront could mean that businesses locate elsewhere, even at the local level.
- The state of people’s health and the buoyancy of the economy are linked. Lower quality of environment and fewer opportunities for outdoor activity and poorer cultural offer where people live compared to other places (particularly if residents do not have access to a car or good public transport to access alternative offer in other towns) can lead to a tapering local economy and higher levels of deprivation and poorer health. Without improvements there is a potential negative impact on the quality of life and physical and mental health of residents in Burnham.



Poor quality lighting on South Esplanade

8.4.3. Meeting Aims and Objectives

This collection of projects meets the following Burnham Evolution aims and objectives:

Aims

- i) To address the challenges for our rural, coastal community by supporting its traditional businesses and creating new ones and creating a modern retail and leisure experience that meets the needs and aspirations of residents and businesses.
- ii) To maximise the community’s opportunities for taking advantage of its coastal location as a place to live, work and attract day and staying visitors by making it more appealing as a

destination for longer periods over a greater part of the year, competitive with other seaside places.

- iii) To have accessible and attractive public spaces. It will be a vibrant place, improving quality of life, appealing to both residents and visitors during the day and after dark.
- vi) To grow the visitor economy to increase its value and contribution to the local economy, including the creation of new additional jobs.
- vii) To encourage physical activity; adapting landscape and public realm assets to ensure access for all and building in appropriate recreation facilities.
- viii) To be brave: Burnham-on-Sea will be a town that encourages residents to try new things.

Objectives

- a) Diversify the mixture of retail and leisure within the town, to help broaden and sustain the local economy and maximise the offer.
- b) We will take forward appropriate regeneration projects that create a sense of place, improve the public realm, maximise our natural assets and improve the connection of the town centre to the sea to increase footfall and visitor spend.
- c) Reduce vacancy rates in the town centre to below <7%.
- d) Maximise opportunities to benefit from a rapidly changing local economy and economic migrant population resulting from the Hinkley Point C development.
- e) Mitigate negative impacts of the Hinkley Point C development on the town through targeted project investment and enable the town to develop a local economy which can compete with neighbouring destinations.



Underutilised Space on South Esplanade

8.4.4. Cost Estimates and Funding Sources

We estimate the costs of this project to be as follows. We have set out the component indicative funding streams which will contribute to each project's total costs.

Figure 11: Indicative Cost Estimates for Project 1

a) Refurbish existing shelters [The Esplanade (north)]							
COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)	Included as part of cost for project j).	Included as part of cost for project j).					
Revenue* (£)	See project 1n						
b) Replace existing signposts [The Esplanade (north) and South Esplanade]							
COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)	£8,000	£8,000					
Revenue* (£)	See project 1n						
NOTES	Costs based on fingerpost installation of £195 each and new signs with 3 chevrons costing £395 each. Budget estimate based on up to 10 fingerposts with up to 6 chevrons on each.						
c) Seafront Sea Walk (1 mile S-N and N-S start point signs) [The Esplanade (north) and South Esplanade]							
COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)	£1,200	£1,200					
Revenue* (£)	See project 1n						
d) Quarter mile distance markers [The Esplanade (north) and South Esplanade]							
COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)	£1,800	£1,800					
Revenue* (£)	See project 1n						
NOTES	Costs based on £600 per wall-mounted marker with 3 signs needed for first, second and third quarter miles, given that project C will signpost the start and finish points.						
e) Refurbish or replace benches [The Esplanade (north) and South Esplanade]							
COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)	£4,000	£4,000					
Revenue* (£)	See project 1n						
NOTES	Based on £400 for each bench and an estimate of 10 benches requiring replacement or refurbishment.						

f) Refurbish or replace bins [The Esplanade (north) and South Esplanade]							
COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)	£12,500	£4,500					£8,000
Revenue* (£)	See project 1n						
NOTES	Based on a cost of £500 for each replacement bin and an estimate of 9 bins requiring replacement or refurbishment. A further 16 bins needing replacement or refurbishment will cost an estimated £8,000 to be sought from other funding sources to be determined (for example other grants, sponsorship, business contributions, etc.).						

g) Replace lighting on lamp posts with column lighting on existing lamp posts and install decorative lighting in the long-term [The Esplanade (north) and South Esplanade]							
COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)	£96,000	£6,000					£90,000
Revenue* (£)	See project 1n						
NOTES	A bid for CIM funding will be made for replacement and upgrading of existing column lighting. Decorative lighting is a long-term ambition with funds to be sought from other sources. The former is not dependent on the latter.						

h) Floor games [The Esplanade (north) and South Esplanade]							
COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)	£5,000			£5,000 (RLT2)			
Revenue* (£)	See project 1n						

i) Seawall wildfowl art [South Esplanade]							
COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)	£7,000				£1,000		£6,000
Revenue* (£)	See project 1n						
NOTES	An application will be made for £1,000 to the Arts Council's Project Grants fund to commission a local artist to develop the artwork necessary for the installations. A further £6,000 will be sought from an alternative source to be determined.						

j) Demolish and replace 3 x shelters in similar style and aspect (raised) to those along The Esplanade [South Esplanade]							
COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)	£40,000	£40,000					
Revenue* (£)	See project 1n						
NOTES	Total above includes fund for project a).						

k) Hinkley Point C Information Panel [South Esplanade]							
COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)	£600	£600					
Revenue* (£)	See project 1n						
NOTES	Cost to cover sign and installation.						

l) Play Area [South Esplanade]							
COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)	£40,000	£40,000					
Revenue* (£)	See project 1n						

m) Trim Trail [South Esplanade]							
COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)	£30,000	£17,050		£12,950 (RLT3)			
Revenue* (£)	See project 1n						

n) Maintenance Budget [The Esplanade (north) and South Esplanade]							
COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)							
Revenue* (£)	£25,000	£25,000					
NOTES	Maintenance budget will be in place for use during the Business Plan period. The Town Council will explore long-term options to help ensure sustainability of assets into the future, such as a sink fund, sponsorship, business support, etc.						

* = running / maintenance / salary, etc.

Total for Seafront Projects							
COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)	221,100	£98,150		£17,950	£1,000		£104,000
Revenue* (£)	£25,000	£25,000					
TOTAL	£246,100	£123,150		£17,950	£1,000		£104,000

* = running / maintenance / salary, etc.

8.4.5. Key Milestones

Our indicative projection sets out the following key milestones for the project. The context of this project alongside others can be seen in an earlier section above. The broad timings are estimations at this stage and part of the role of the Project Co-ordinator (project 5) will be to ensure the effective and detailed planning of each project through to delivery and completion, building on the continued work of the Project Team after this Business Plan has been completed (i.e. the translation of these indicative timings into a target driven and monitored project plan and action plan.

It is important to note that, sequentially, the projects on the seafront will be commenced following the appointment of the necessary additional capacity provided by the Project Co-ordinator (project 5) and the outputs produced by the Feasibility and Design work (project 7). Suggested project delivery has also been cognisant of the need for all improvements to be in place prior to new maps being installed (project c) but to be well-progressed and with sufficient change delivered by the time that other projects such as Destination Marketing (project 6) is fully underway. Projects in phase 1 represent what are likely to be easier to achieve “quick wins”. Projects which are set out in phases 2 and 3 may take longer to prepare for.

Figure 12: Project 1 Indicative Timescales

	2019-20				2020-21				2021-22				2022-23			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	← CCF Spend Window →															
	← CIM Spend Window →															
Zone 1 – South Esplanade																
Zone 2 – The Esplanade																
1. Seafront Environmental Public Realm Improvements			Phase 1				Phase 2				Phase 3					
<i>a) Refurbish existing shelters</i>																
<i>b) Replace existing signposts</i>																
<i>c) Seafront Sea Walk (start and mid-point signs)</i>																
<i>d) Quarter mile distance markers</i>																
<i>e) Refurbish or replace benches</i>																
<i>f) Refurbish or replace bins</i>																
<i>g) Replace lighting</i>																
<i>h) Floor games</i>																
<i>i) Seawall wildfowl art</i>																
<i>j) Demolish and replace 3 x shelters</i>																
<i>k) Hinkley Point C Information Panel</i>																
<i>l) Play Area</i>																
<i>m) Trim Trail</i>																

Key: ▶ Legacy & succession; ◀ timing may need to be different depending on variety of plants used, to reflect best time of the year for planting

8.4.6. Outcomes

We expect the project to achieve the following outcomes:

- Improved quality of the seafront environment for the benefit of residents, visitors and businesses.
- An improved quality of life for residents and increased active lifestyles.
- Additional opportunities to get people engaged in learning more about the local heritage, wildfowl, local art and Hinkley Point C.
- Increase in the number of visitors and repeat visitors, both in terms of day trips and staying visitors.
- Additional temporary employment through let contracts for works.
- Additional jobs created as a result of additional business for existing businesses on the seafront.
- Increased permeability from the seafront through to the town centre with increasing footfall and spend in town centre businesses helping to increase the long-term stability of a sustainable local economy.
- A package of measures which helps to “get Burnham on the map” as a destination.
- Realising the potential of Burnham to attract Hinkley Point C workers and their families to visit.
- Increase the beneficial use of the space along the South Esplanade.
- Reduced costs for maintenance of street furniture and facilities.
- Making the seafront a real asset for a variety of people looking for different activities and a variety of age groups.
- Increasing the likelihood of those using the Somerset / South West Coastal Path and cyclists using the National Cycle Network to stop in Burnham and enjoy its facilities, town centre and contribute to the local economy as they do so.

8.4.7. Wider Economic, Environmental and Social (Community) Benefits

We expect the project to contribute to the following wider economic, environmental and / or social (community) benefits:

- Providing benefits to the wider Sedgemoor and Somerset economy as a whole, adding to people’s motivation for visiting and staying in both the district and the county, through improvements to the quality of facilities and activities on offer complementing the fantastic natural asset of the extensive beach.

8.4.8. Measuring and Monitoring Success

We will seek to monitor the impact and measure the success of the project during the life of this Business Plan and beyond through the following means and / or key performance indicators (KPIs) where possible:

- Visitor numbers⁴⁶;
- Visitor spend⁴⁷;
- Number of car parking receipts and time and duration of stay;
- Town centre footfall⁴⁸;
- Town centre vacancy rates; and,
- Community (residents and business) surveys.

We will also explore the possibility of monitoring footfall on the seafront.

8.5. Project 2: Community and Small Business Hub

8.5.1. Location Plan and Description

The proposed Community and Small Business Hub will regenerate the old job centre building, located in Zone 3 (Town Centre North), converting it internally to provide a ground floor community and visitor space. Options for the ground floor which will be considered further include a heritage centre / museum, indoor soft play area, and / or a flexible space for community use (which complements and does not compromise the offer at the Princess Theatre). The upstairs floors will be designed to respond to the needs of local micro and small businesses by providing flexible 'incubator' space which can meet the needs of local start-up businesses which need an office or workshop 'home'.

The proposed refurbishments will seek to ensure that best practice is adhered to with respect to waste, sewage and drainage. This will not only ensure that operation and use of the space is done so to the highest environmental standards, but it will serve as a flagship for the town for other businesses and public assets to follow. There will be clear information available throughout the building and policies in place for all using the building to promote responsible behaviour relating to waste, sewage and drainage.



Old Job Centre, Regent Street

⁴⁶ Based on data available from South West Research Company Annual Tourism Survey via Sedgemoor District Council.

⁴⁷ Based on data available from South West Research Company Annual Tourism Survey via Sedgemoor District Council.

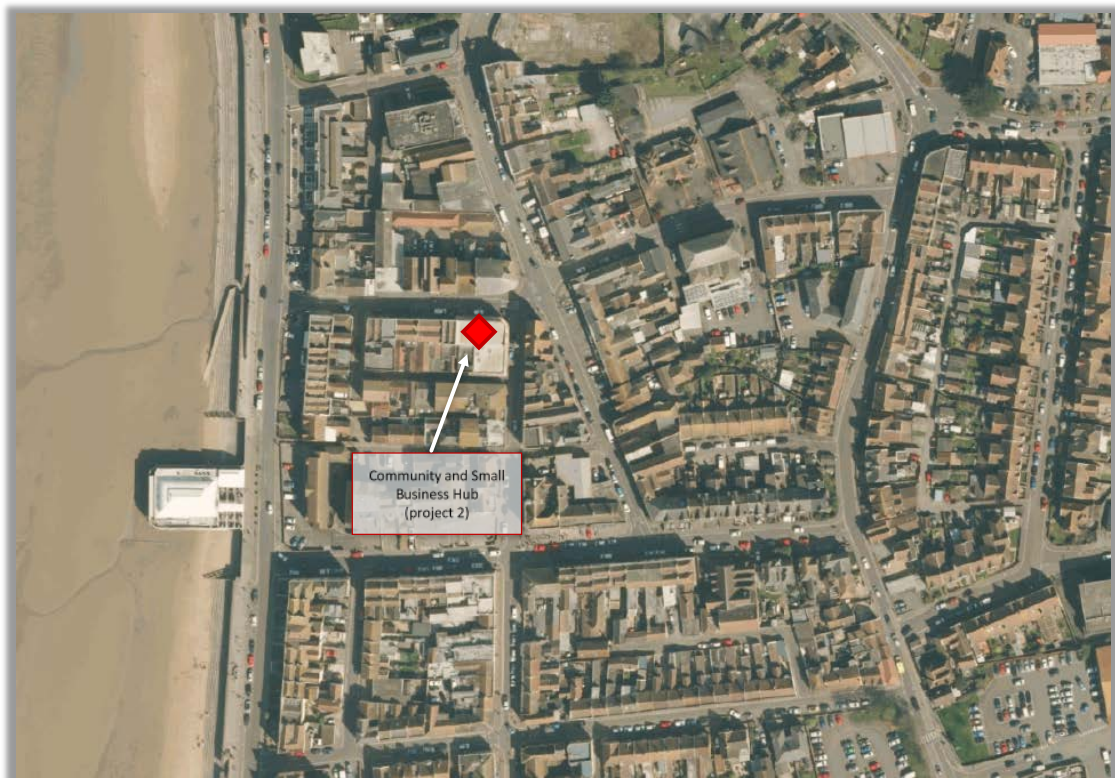
⁴⁸ Subject to footfall monitor continuing to be in place.

Preliminary work has been done by the Town Council and Sedgemoor District Council to establish the value / purchase cost of the building and the costs of refurbishment. Purchase of the building, through the usual property buying legal procedures will need to take place prior to refurbishment starting.

The hub's operation model would be to tender out running to a third party to have full responsibility of the facility once complete.

The business space could incubate ten small start-ups, for example, 10 full time equivalents (FTE) and the heritage centre, community space, community cafe and / or indoor soft play facility will require staffing and / or running by a business or community organisation. The facilities will be marketed locally to help ensure that business space is taken-up and facilities used (and not rely simply on a "build it and they will come" expectation). The ground floor use will be marketed as part of project 6.

Figure 13: Zone 3: Location of the Community and Small Business Hub



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8.5.2. Summary of the Challenge (Impact / Problem)

From earlier sections, the summary of the challenges, impacts and problems related to the need for a community and small business hub are as follows:

- Despite the potential for medium and larger companies to establish themselves at new employment accommodation, such as Isleport Business Park (which represents both a positive and a negative for Burnham), the town needs to be in a good position to support small and start-up businesses in the town to help grow and sustain the local economy from the “grass-roots”.
- Burnham-on-Sea has seen a reduction of footfall in the town centre. This will be caused by a number of factors including changing shopping habits, the changing tourist season and length of break since the recession and also poor connectivity between the seafront and town centre. The local economy needs to see more money spent in the town through increased footfall and the community and business hub will help to provide additional morning, lunchtime and early evening footfall from those using the community space and working in the business hub.
- The danger of losing out to other nearby settlements, economically, is particularly acute when other nearby towns are either more naturally benefitting from the additional economic population due to their size or have previously benefitted from support packages to help improve their quality and now therefore “out-compete” Burnham in terms of facilities for residents, businesses and visitors.
- We must not let the town’s good location close to other centres turn into a competitive disadvantage, reducing the town to a dormitory to other towns with significant out-commuting for work and services. Providing business support to micro and small businesses and enabling them to get established within the town rather than elsewhere will help to secure a sustainable local economy into the future, particularly important when the anticipated tapering off of the Hinkley Point C local economic benefits occurs post construction.
- The influx of a significant HPC worker population in a short time places pressure on the community’s social cohesion and inclusion. Provision of additional high-quality community space will help to reduce this impact.
- The increased population in the (Burnham and wider) area arising from construction and other HPC workers places pressure on use of, demand for and need for leisure and recreation assets and community space.

8.5.3. Meeting Aims and Objectives

This project meets the following Burnham Evolution aims and objectives:

Aims

- i) To address the challenges for our rural, coastal community by supporting its traditional businesses and creating new ones and creating a modern retail and leisure experience that meets the needs and aspirations of residents and businesses.
- vi) To grow the visitor economy to increase its value and contribution to the local economy, including the creation of new additional jobs.

Objectives

- c) Reduce vacancy rates in the town centre to below <7%.
- d) Maximise opportunities to benefit from a rapidly changing local economy and economic migrant population resulting from the Hinkley Point C development.

- e) Mitigate negative impacts of the Hinkley Point C development on the town through targeted project investment and enable the town to develop a local economy which can compete with neighbouring destinations.
- f) Introduce additional initiatives, infrastructure and support for growing, supporting and sustaining local micro, small and medium sized businesses at the heart of the local economy.

8.5.4. Cost Estimates and Funding Sources

We estimate the costs of this project to be as follows. We have set out the component indicative funding streams which will contribute to each project's total costs.

Figure 14: Indicative Cost Estimates for Project 2

COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)	£1,000,000		£1,000,000				
Revenue* (£)							
NOTES	Based on estimate of up to £500,000 for building purchase and £500,000 for planning, legal fees, building regulations and refurbishment. Feasibility / Design / Planning included in figures.						

* = running / maintenance / salary, etc.

8.5.5. Key Milestones

Our indicative projection sets out the following key milestones for the project. The context of this project alongside others can be seen in an earlier section above. The broad timings are estimations at this stage and part of the role of the Project Co-ordinator (project 5) will be to ensure the effective and detailed planning of each project through to delivery and completion, building on the continued work of the Project Team after this Business Plan has been completed (i.e. the translation of these indicative timings into a target driven and monitored project plan and action plan.

Figure 15: Project 2 Indicative Timescales

	2019-20				2020-21				2021-22				2022-23			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	← CCF Spend Window →															
	← CIM Spend Window →															
Zone 3 – Town Centre North																
2. Community and Small Business Hub			●	+	+	+	*	*	* □	■					▶	

Key: ● purchase; + design and planning; * refurbishment; □ Recruit; ■ Start; ▶ Legacy & succession

8.5.6. Outcomes

We expect the project to achieve the following outcomes:

- Regeneration and bringing back into use of a redundant building in a good town centre (north) location close to the seafront.
- A more resilient local economy by supporting and nurturing start-up, micro and small businesses with modern accommodation which fills a gap in supply of small business flexible accommodation.
- Help to create and retain a small number of jobs within the town, when, without this offer of accommodation, could go elsewhere outside of Burnham.
- An increase in footfall and spend in the town centre from those who occupy and use the hub and community facilities.
- An estimated 10 - 12 full-time equivalent jobs created as a result of the micro and small business accommodation and ground floor uses.
- A sustainable facility not dependent on subsidy through rental charges for office space and hire of space and facilities and food and drink purchases (for example if some ground floor space is retained as a community café).

8.5.7. Wider Economic, Environmental and Social (Community) Benefits

We expect the project to contribute to the following wider economic, environmental and / or social (community) benefits:

- Providing benefits to the wider Sedgemoor and Somerset economy as a whole, adding to the supply chain of high-quality small business accommodation.
- Contributing to a reduction in carbon dioxide and carbon monoxide emissions by local people being employed in the town rather than needing to commute out of the town to access suitable business accommodation or employment.
- Providing benefits to the wider Sedgemoor and Somerset economy as a whole, adding to people's motivation for visiting and staying in both the district and the county, through an additional indoor visitor attraction (heritage centre / museum).

8.5.8. Measuring and Monitoring Success

We will seek to monitor the impact and measure the success of the project during the life of this Business Plan and beyond through the following means and / or key performance indicators (KPIs) where possible:

- Number of businesses using the business hub through contracted space and flexible desk hire.
- Number and duration of vacant units in the business hub.
- Demand for business units and flexible space use.
- Direct feedback from businesses occupying the hub.
- Direct feedback and monitoring of the use of the ground floor.
- Revenue gained from the facility as a whole (community, visitor and business elements).

8.6. Project 3: Princess Theatre Community Enhancements

8.6.1. Location Plan and Description

The Princess Theatre Community Enhancements, located in Zone 3 (Town Centre North), will introduce much needed improvements to a cultural facility which, while doing well, requires enhancements to help it achieve its full potential and supplement its current offer to the community and visitors alike. The building is an old, typical theatre building, in need of modernising to raise quality of what it can offer. The proposed improvements will help to make it a real community hub and asset, adaptive for a wider range of performances, training and events, and which will help to put Burnham on the map as a destination with a quality arts and cultural offer and provide a facility where residents, visitors and incoming economic migrants can meet and socialise. Enabling to make the best and greater use of this asset will also help to reduce the subsidy the facility receives from the Town Council and is likely to require employment of an additional staff member.



The Princess Theatre

The proposed enhancements at the theatre are:

- a) Mechanical stage winches would help ensure easier use of the stage. The current Hemp system is reliant on manual lifting and safety cleating. This is a health and safety issue with so many groups using the building, often with young people involved.
- b) Smart board, which will enable the theatre to be used by a wider variety of users including more training and learning events and opportunities for multi-media arts events.
- c) The current retractable seating will be replaced with easier to move retractable seating. The existing seating is heavy work to take out and put away and is also old and very worn. There is a health and safety and welfare issue with the heavy work which often has to be done late at night and at speed.
- d) Replacement carpets for existing carpets which are old, thin and worn and still have cigarette damage. Dressing room carpets smell 'bad' and need replacing with vinyl. New safety flooring is required in the corridors and toilets.
- e) Internal decoration is required with the last full redecorating taking place in 1995. All areas are looking poorly decorated and in need of improvement. Redecorating the Pizey Room will enable the space to be used more flexibly for use as an art gallery, as well as rehearsal, meeting and training room.

- f) Replacement blinds, as the existing blackout blinds are no longer fit for purpose as do not block out daylight to auditorium.
- g) Track lighting. With the gallery being upgraded it is essential that the lighting is flexible to best display the artwork. This will encourage more known artists to use the space which will add to the attraction and bring visitors.
- h) Replacement of wooden framed single glazed windows to better insulate, improve energy efficiency and retain heat, reduce energy costs and weather-proof the building.
- i) Toilet refurbishment to meet up-to-date standards for stalls, plumbing and cisterns.

The proposed refurbishments will seek to ensure that best practice is adhered to with respect to waste, sewage and drainage. This will not only ensure that operation and use of the space is done so to the highest environmental standards, but it will serve as a flagship for the town for other businesses and public assets to follow. There will be clear information available throughout the building and policies in place for all using the building to promote responsible behaviour relating to waste, sewage and drainage.

Figure 16: Zone 3: Location of the Princess Theatre



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8.6.2. Summary of the Challenge (Impact / Problem)

From earlier sections, the summary of the challenges, impacts and problems which give rise to the need for improvements to the Princess Theatre are as follows:

- The rural, seaside community of Burnham relies heavily on tourism, despite a reasonably diverse economy for a seaside town. The community and local economic resilience is affected when visitor numbers dip, as they have over the last two years, through reduced revenue and investment. The theatre has a key role to play in helping to continue to attract visitors and help Burnham really start performing as a destination (to which people will want to return) with a high-quality offer, increasing visitor spend, stay and numbers.
- Local venues which could host music and events have closed. For example, the loss of the Clarence Hotel to accommodation solely for HPC workers has meant that a key venue hosting music and other events has been lost. The town has also lost the Waterfront Bar as an events venue to housing development. This places additional pressure on the Princess Theatre as now the only venue of its type in the town. However, it is also an opportunity which can be realised with the right investment. While the theatre is doing well, without improvements to modernise the facility (its internal configuration makes its uses and adaptability limited), the town could see further music, events and arts performers choose to go elsewhere outside the town (and even district). This could impact significantly on the town's economy, put at risk local employment and businesses supplying the theatre and could also mean the loss of a venue which provides the opportunity for bringing people together, both residents, visitors and economic migrants (such as HPC workers).
- We must not let the town's good location close to other centres turn into a competitive disadvantage, reducing the town to a dormitory to other towns with significant out-commuting for leisure, culture and the arts. Making much needed improvements and updating to the Princess Theatre and enabling it to become less dependent upon Town Council subsidy through broader use of the facilities will help to secure a significant contribution to a sustainable local economy into the future through arts and culture.
- The current limitations of the theatre's facilities, space and quality do not enable it to maximise opportunities it could gain from residents, HPC workers and visitors, and means that the wider arts and cultural offer in Burnham is not contributing as fully as it might to the overall quality of life in the town.
- The danger of losing out to other nearby settlements, economically, is particularly acute when other nearby towns are either more naturally benefitting from the additional economic population due to their size or have previously benefitted from support packages to help improve their quality and now therefore potentially "out-compete" Burnham in terms of arts



Seating & stage areas require updating for greater flexibility & quality

and cultural facilities and spaces for residents and visitors to enjoy, or local arts and culture based artisans and businesses to utilise.

- Burnham-on-Sea has seen a reduction of footfall in the town centre. This will be caused by a number of factors including changing shopping habits, the changing tourist season and length of break since the recession and also poor connectivity between the seafront and town centre. The community needs to see more money spent in the town through increased footfall and this could come from improvements to the theatre, maximising its offer, leading to increased patronage and related contributions to the evening economy.
- The influx of a significant HPC worker population in a short time places pressure on the community's social cohesion and inclusion. Provision of additional high-quality community space will help to reduce this impact.
- The increased population in the (Burnham and wider) area arising from construction and other HPC workers places pressure on use of, demand for and need for leisure and recreation assets and community space.

8.6.3. Meeting Aims and Objectives

This project meets the following Burnham Evolution aims and objectives:

Aims

- i) To address the challenges for our rural, coastal community by supporting its traditional businesses and creating new ones and creating a modern retail and leisure experience that meets the needs and aspirations of residents and businesses.
- ii) To maximise the community's opportunities for taking advantage of its coastal location as a place to live, work and attract day and staying visitors by making it more appealing as a destination for longer periods over a greater part of the year, competitive with other seaside places.
- iv) To 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.
- vi) To grow the visitor economy to increase its value and contribution to the local economy, including the creation of new additional jobs.

Objectives

- c) Reduce vacancy rates in the town centre to below <7%.
- d) Maximise opportunities to benefit from a rapidly changing local economy and economic migrant population resulting from the Hinkley Point C development.
- e) Mitigate negative impacts of the Hinkley Point C development on the town through targeted project investment and enable the town to develop a local economy which can compete with neighbouring destinations.
- g) Improve opportunities for increasing community cohesion as the town's socio-economic composition continues to rapidly absorb the additional incoming economic migrant population and the resulting population anticipated from planned housing growth in the town.

8.6.4. Cost Estimates and Funding Sources

We estimate the costs of this project to be as follows. We have set out the component indicative funding streams which will contribute to each project’s total costs.

Figure 17: Indicative Cost Estimates for Project 3

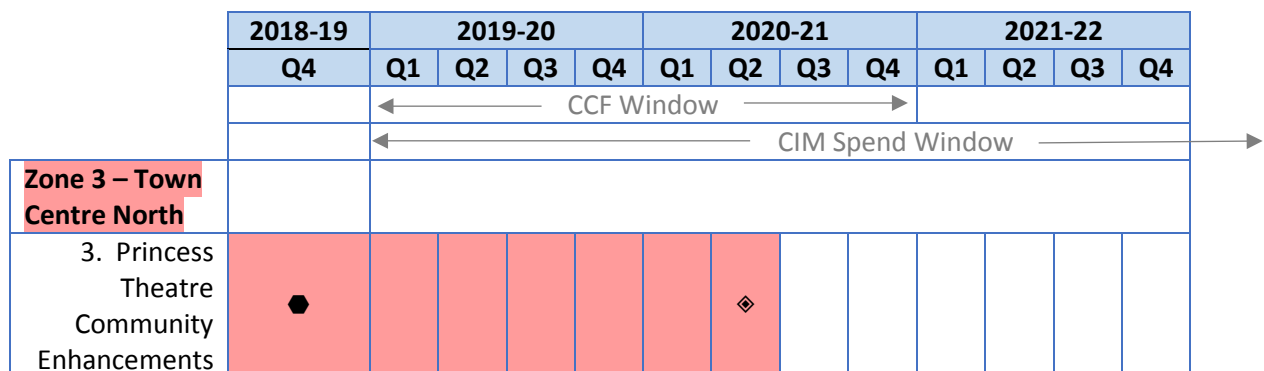
COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)	£220,000	£163,000				£7,000	£50,000
Revenue* (£)							
NOTES	Based on Princess Theatre estimates from obtained quotes.£7,000 contribution from the Friends of Princess Theatre fund and £50,000 to be bid for from the Coastal Revival Fund.						

* = running / maintenance / salary, etc.

8.6.5. Key Milestones

Our indicative projection sets out the following key milestones for the project. The context of this project alongside others can be seen in an earlier section above. The broad timings are estimations at this stage and part of the role of the Project Co-ordinator (project 5) will be to ensure the effective and detailed planning of each project through to delivery and completion, building on the continued work of the Project Team after this Business Plan has been completed (i.e. the translation of these indicative timings into a target driven and monitored project plan and action plan).

Figure 18: Project 3 Indicative Timescales



Key: ● Programme of works commence; ◆ Programme of works complete

8.6.6. Outcomes

We expect the project to achieve the following outcomes:

- An increase in the number and variety of plays, shows, concerts, exhibitions, events, groups and organisations that Burnham can host, attracting additional business users and leisure and tourist visitors.
- A venue which can cater for a greater number of events to provide additional capacity which venues such as the Clarence Hotel, now used solely to accommodate Hinkley Point C workers.
- An improved quality of life for residents through an increased cultural and arts offer.
- Additional opportunities to get visitors and residents (of all ages) engaged in local arts and culture, in terms of viewing, participating and learning.
- Additional temporary employment through let contracts for works.
- An estimated 1-2 full-time equivalent jobs created as a result of the improvements made.
- A more accessible, flexible and usable facility.
- A reduction in subsidy from the Town Council through increased use.
- An increase in the contribution that the facility will make to the local economy through users and visitors of the theatre, both during the daytime and evening.
- Increased use of the facility can act as a catalyst for other improvements in the immediate vicinity.
- An improved theatre will help to “get Burnham on the map”.
- Realising the potential of Burnham to attract Hinkley Point C workers and their families to visit.

8.6.7. Wider Economic, Environmental and Social (Community) Benefits

We expect the project to contribute to the following wider economic, environmental and / or social (community) benefits:

- Providing benefits to the wider Sedgemoor and Somerset economy as a whole, adding to people’s motivation for visiting and staying in both the district and the county, through an enhanced theatre offering a wider range of both local, regional and national acts, artists, productions, events and theatre companies.

8.6.8. Measuring and Monitoring Success

We will seek to monitor (through the Theatre) the impact and measure the success of the project during the life of this Business Plan and beyond through the following means and / or key performance indicators (KPIs) where possible:

- Number and variety of events, shows, plays, exhibitions, etc. hosted by the theatre.
- Number of businesses and other organisations using the flexible space for events, training, etc.
- Number of tickets sold for events, shows etc. held.
- Where users of the facilities and theatre are from.
- Direct feedback from users of the facilities and theatre.
- Continued monitoring through the Theatre’s existing footfall monitor.
- Revenue gained from the facility as a whole (community, visitor and business elements).

8.7. Project 4: Retailer Business Support

8.7.1. Description

The Retailer Business Support package will enable local retail businesses in the town centre (zone 4) to be better equipped to deal with local economic change through improved business practices to better meet market demand, improving their web presence and wider marketing approach, and co-ordinating town centre activity. Based on the successful Bridgwater Retailer Business Support package, it will provide free of charge support to independent retail businesses located in the town centre over a two-year period. The opportunities arising out of the development of the Hinkley Point C construction project offers a once in a generation opportunity to enhance the extensive independent retailer community in Burnham.

The support will consist of two areas: Digital skills programme and initiatives / events support.

The digital skills programme will be designed to provide digital support to businesses operating in the area helping them to gain necessary skills in order to make the most of the proposed new nuclear build at Hinkley Point C and respond to changes in the market caused by the project. The programme will cover various aspects, like social media, selling online, merchandise and marketing. The programme delivery may vary from group workshops, face-to-face help sessions delivered on a “one-to-one” basis or intense distance mentoring, delivered through electronic means, like Skype and email. These sessions will be arranged in collaboration with the businesses themselves in order to identify particular gaps in skills and experience for the independent retailers in the town centre.

The proposed events / initiatives support will be aimed at helping town centre businesses to make the most of several annual events, such as Independent’s Day and Small Business Saturday, building on past engagement done at these events. The support may consist of various activities, like helping to create and distribute promotional materials and event marketing and ensuring the town centre is promoted as being engaged within these events and initiatives.

The proposed support programme will not dictate the support needed but will work with retailers to better understand what their needs and how best support should be delivered, for example, through workshops, business meetings, one-to-one support

8.7.2. Summary of the Challenge (Impact / Problem)

From earlier sections, the summary of the challenges, impacts and problems related to the need for retail business support are as follows:

- There is a lack of a support package for local businesses to be able to deal with / make the most of the potential impact and benefits of an increase in population and supply chain opportunities generated by HPC. This support is also needed because of the Isleport Business Park (Highbridge) being likely to attract businesses needing new high-quality premises, which could impact on the local economy in Burnham’s centre.
- Burnham-on-Sea has seen a reduction of footfall in the town centre. This will be caused by a number of factors including changing shopping habits, the changing tourist season and length of break since the recession and also poor connectivity between the seafront and town centre. The

community needs to see more money spent in the town through increased footfall and this could come from not only environmental improvements and regeneration projects proposed in the Business Plan but also tailored support to help enable retail businesses maximise opportunities to attract visitors spend.

8.7.3. Meeting Aims and Objectives

This project meets the following Burnham Evolution aims and objectives:

Aims

- i) To address the challenges for our rural, coastal community by supporting its traditional businesses and creating new ones and creating a modern retail and leisure experience that meets the needs and aspirations of residents and businesses.
- vi) To grow the visitor economy to increase its value and contribution to the local economy, including the creation of new additional jobs.

Objectives

- a) Diversify the mixture of retail and leisure within the town, to help broaden and sustain the local economy and maximise the offer.
- c) Reduce vacancy rates in the town centre to below <7%.
- d) Maximise opportunities to benefit from a rapidly changing local economy and economic migrant population resulting from the Hinkley Point C development.
- e) Mitigate negative impacts of the Hinkley Point C development on the town through targeted project investment and enable the town to develop a local economy which can compete with neighbouring destinations.
- f) Introduce additional initiatives, infrastructure and support for growing, supporting and sustaining local micro, small and medium sized businesses at the heart of the local economy.

8.7.4. Cost Estimates and Funding Sources

We estimate the costs of this project to be as follows. We have set out the component indicative funding streams which will contribute to each project’s total costs.

Figure 19: Indicative Cost Estimates for Project 4

COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)							
Revenue* (£)	£30,000		£30,000				

* = running / maintenance / salary, etc.

8.7.5. Key Milestones

Our indicative projection sets out the following key milestones for the project. The context of this project alongside others can be seen in an earlier section above. The broad timings are estimations at this stage and part of the role of the Project Co-ordinator (project 5) will be to ensure the effective and detailed planning of each project through to delivery and completion, building on the continued work of the Project Team after this Business Plan has been completed (i.e. the translation of these indicative timings into a target driven and monitored project plan and action plan.

Figure 20: Project 4 Indicative Timescales

	2019-20				2020-21				2021-22				2022-23			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	← CCF Spend Window →															
	← CIM Spend Window →															
Zone 4 – Town Centre																
4. Retailer Business Support	▲	◆	▶						✕	▶						

Key: ▲ Brief; ◆ Commission; ▶ Programme commences; ✕ Programme complete; ▶ Legacy & succession

8.7.6. Outcomes

We expect the project to achieve the following outcomes:

- Improvements in business practices and the business community’s ability to meet market demand.
- A better understanding of and ability to: utilise social media effectively and efficiently, sell goods and services online, how to beneficially merchandise, market effectively; and, how to create a bespoke website.
- A measured and targeted response to the specific needs of local independent retailers.
- Enhance the capabilities and effectiveness of independent retailers to better engage and capture the potential increase in spend as a result of the Hinkley Point C migrant workforce and their families, both those staying temporarily during the construction and visiting the town for short stays.
- An independent retail community more resilient to change in the short, medium and longer-term in relation to the local and wider economy, more able to capture passing footfall but also adapted to the changing nature of shopping with the growth in online sales.
- An independent retail community which increases its contribution to our aim of “getting Burnham on the map” as a real high-quality destination.

8.7.7. Wider Economic, Environmental and Social (Community) Benefits

We expect the project to contribute to the following wider economic, environmental and / or social (community) benefits:

- Providing benefits to the wider Sedgemoor and Somerset economy as a whole, adding to the quality of the town as a destination for people living outside the district and county offering independent retail shopping as well as the improved seafront and cultural offer.

8.7.8. Measuring and Monitoring Success

We will seek to monitor the impact and measure the success of the project during the life of this Business Plan and beyond through the following means and / or key performance indicators (KPIs):

- Percentage of independent retailers in the town centre;
- Percentage of national chain retailers in the town centre;
- Visitor spend⁴⁹;
- Number of car parking receipts and time and duration of stay;
- Town centre footfall⁵⁰;
- Town centre vacancy rates;
- Rate of churn in independent business change;
- Town centre variety of retail business types;
- Direct feedback from retailers; and,
- Community (residents and business) surveys.

8.8. Project 5: Project Co-ordinator (Implementing Burnham Evolution)

8.8.1. Description

The Project Co-ordinator post will be hosted by the Town Council and the post will be contracted for 2 years part-time. The post will oversee the critical delivery period of 2019-2021 and the timing of the position will overlap with project 6 to help ensure that destination marketing will be delivered effectively and a programme of continuity properly embedded.

Initial tasks could include developing a detailed action / implementation plan for Burnham Evolution (largely reviewing and taking forward this Business Plan's key milestones, introducing specificity), developing this Business Plan's proposed monitoring indicators (where necessary), commissioning project 7 and leading in to delivery of phase 1 of seafront projects. The Project Co-ordinator will also lead the development of a business plan for project 2 (Community and Business Hub) and be a contributor to a review of the business plan for project 3 (Princess Theatre) to maintain links with

⁴⁹ Based on data available from South West Research Company Annual Tourism Survey via Sedgemoor District Council.

⁵⁰ Subject to footfall monitor continuing to be in place.

the awarded funding and help ensure long-term financial sustainability, viability and value for money (see section 10).

8.8.2. Summary of the Challenge (Impact / Problem)

From earlier sections, the summary of the challenges, impacts and problems related to the need for Project Co-ordinator support to implement the projects are as follows:

- The level of funding and number of projects will need support from a dedicated officer to run the delivery programme, reducing risk and increasing successful outcomes within proposed timescales and budget. Neither the Town Council, nor SDC, have the capacity to provide full-time support. The Town Centre Manager post no longer exists.

8.8.3. Meeting Aims and Objectives

This project meets all Burnham Evolution aims and objectives given that it is designed to implement all projects across the Business Plan.

8.8.4. Cost Estimates and Funding Sources

We estimate the costs of this project to be as follows. We have set out the component indicative funding streams which will contribute to each project's total costs.

Figure 21: Indicative Cost Estimates for Project 5

COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)							
Revenue* (£)	£40,000		£40,000				
NOTES	Estimate includes all "on-costs".						

* = running / maintenance / salary, etc.

8.8.5. Key Milestones

Our indicative projection sets out the following key milestones for the project. The context of this project alongside others can be seen in an earlier section above. The broad timings are estimations at this stage and part of the role of the Project Co-ordinator (project 5) will be to ensure the effective and detailed planning of each project through to delivery and completion, building on the continued work of the Project Team after this Business Plan has been completed (i.e. the translation of these indicative timings into a target driven and monitored project plan and action plan.

Figure 22: Project 5 Indicative Timescales

	2018-19		2019-20				2020-21				2021-22				2022-23			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			← CCF Spend Window →															
			← CIM Spend Window →															
Cross-cuts Zones																		
5. Project Co-ordinator		□	■															

Key: □ Recruit; ■ Start; ► Legacy & succession

8.8.6. Outcomes

We expect the project to achieve the following outcomes:

- Successful delivery of the Burnham Evolution projects on time and to budget.
- The aims and objectives of this Business Plan will have been met, or provided a positive contribution to them, where aims and objectives are not solely within the gift of the Project Co-ordinator to meet.

8.8.7. Wider Economic, Environmental and Social (Community) Benefits

Through successful delivery of the Burnham Evolution projects, we expect the project to contribute to all wider economic, environmental and / or social (community) benefits referenced for other projects in the Business Plan.

8.8.8. Measuring and Monitoring Success

We will seek to monitor the impact and measure the success of the project during the life of this Business Plan and beyond through the following means and / or key performance indicators (KPIs):

- Delivery of projects at key milestones in line with detailed implementation / action plan.
- Completion of projects in line with funding spend windows.
- Delivery of projects within the budget available.

The Project Team acknowledges that monitoring the Burnham Evolution KPIs will need to continue to be undertaken after the Project Co-ordinator contract ends.

8.9. Project 6: Destination Marketing

8.9.1. Description

Funding for destination marketing will ensure that a profile for the town as a destination is built, attracting a target visitor type or types, and that a legacy is put in place so that first time visitors are attracted and repeat visitors created so that investments made into the town's improvements are maximised.

Funding will support and ensure a consistent delivery of the town's brand by recruiting specialist and skilled capacity to be able to "sell" Burnham-on-Sea. While we have a Tourist Information Centre (TIC) on the seafront, it is not the role of the TIC to undertake extensive and targeted destination marketing. Plans are in progress to improve the Burnham element of the county destination website and so a separate web site will not be necessary as part of this project.

Our starting point is a brand that was developed in 2007 with Sedgemoor District Council. We need capacity to utilise the brand and market the town effectively as a destination. With the web presence being improved for the town, a focus for the project and capacity brought in will most likely be on social media (given the increasing propensity for bookings to be made online as a result of friends' posts and recommendations) and the targeting of effective marketing and advertising.

The marketing project will also include resource to develop a marketing package and could include provision of appropriate infrastructure for coach parties (the latter of which could be in the form of dedicated coach bays and dropping off / collection points and a monitoring camera) given Burnham's popularity as a destination for these groups.

The support will be brought in at the appropriate time, overlapping at least one year with the Project Co-ordinator (project 5) to help ensure effective use of the destination marketing funding and running for a three-year cycle (from 2020 – 2023) so that impact from two full tourist seasons can be measured and improvements made if necessary for subsequent seasons. The capacity brought in will be recruited, hosted and managed by the Town Council. We will bid for grant funding to support the role and marketing required for an initial 18 months period and are exploring options for continuation of funding to support marketing requirements beyond this time.

8.9.2. Summary of the Challenge (Impact / Problem)

From earlier sections, the summary of the challenges, impacts and problems related to the need for destination marketing are as follows:

- The challenges posed by a changing industry / sector and the need for improvement to the quality of the offer, a focused marketing campaign is required to mitigate impact, attract visitors and maximise the benefits to be felt by Burnham Evolution projects aimed at improving facilities and assets and growing and sustaining the local economy.
- Potential negative impression of people viewing HPC as a "bad thing".
- A focused marketing campaign will help ensure value for money from the investments made through Burnham Evolution.

- Lack of a dedicated coach drop-off and collection point and for coach numbers to be effectively monitored.

8.9.3. Meeting Aims and Objectives

This project meets the following Burnham Evolution aims and objectives:

Aims

- i) To address the challenges for our rural, coastal community by supporting its traditional businesses and creating new ones and creating a modern retail and leisure experience that meets the needs and aspirations of residents and businesses.
- ii) To maximise the community's opportunities for taking advantage of its coastal location as a place to live, work and attract day and staying visitors by making it more appealing as a destination for longer periods over a greater part of the year, competitive with other seaside places.
- v) To make best use of the Burnham brand identity, adopted by various groups and organisations as an accurate and inspirational representation of Burnham-on-Sea.

Objectives

- d) Maximise opportunities to benefit from a rapidly changing local economy and economic migrant population resulting from the Hinkley Point C development.
- e) Mitigate negative impacts of the Hinkley Point C development on the town through targeted project investment and enable the town to develop a local economy which can compete with neighbouring destinations.
- h) Introduce capacity and expertise to make visitor marketing effective and therefore help ensure that the investment in improvements is maximised and sustained in the long term.

8.9.4. Cost Estimates and Funding Sources

We estimate the costs of this project to be as follows. We have set out the component indicative funding streams which will contribute to each project's total costs.

Figure 23: Indicative Cost Estimates for Project 6

COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3	Arts Council	Town Council	Other
Capital (£)	£50,720	£10,450					£40,270
Revenue* (£)	£46,800	£23,400					£23,400
TOTAL	£97,520	£33,850					£63,670
NOTES	CIM bid based on following estimates: <ul style="list-style-type: none"> • Salary c. £23,400 • In-office capital costs c.£1,000 (assumes hosting at Town Council office) • Destination marketing, social media presence, leaflets, advertisements – c. £7,850 for 18 months • Coach infrastructure –£1,600 for camera monitoring (estimate courtesy of BoS Chamber of Trade) c.£12,000 + for coach infrastructure (stop / pick-up, drop-off) (estimate courtesy of BoS Chamber of Trade) and up to c.£51,000 for further 18 months of marketing package and post to be sought from other sources, including grant bids, self-sustaining marketing fund, etc.						

* = running / maintenance / salary, etc.

8.9.5. Key Milestones

Our indicative projection sets out the following key milestones for the project. The context of this project alongside others can be seen in an earlier section above. The broad timings are estimations at this stage and part of the role of the Project Co-ordinator (project 5) will be to ensure the effective and detailed planning of each project through to delivery and completion, building on the continued work of the Project Team after this Business Plan has been completed (i.e. the translation of these indicative timings into a target driven and monitored project plan and action plan).

Figure 24: Project 6 Indicative Timescales

	2019-20				2020-21				2021-22				2022-23			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
	← CCF Spend Window →															
	← CIM Spend Window →															
	Initial 18 month funding period from CIM bid								Subsequent period - funding to be secured							
Cross-cuts Zones																
6. Destination Marketing				□	■		❖		❖	▶	▶	▶	▶	▶	▶	▶

Key: □ Recruit; ■ Start; ▶ Legacy & succession; ❖ Impact monitoring & adjustments

8.9.6. Outcomes

We expect the project to achieve the following outcomes:

- Burnham will be well on the way to becoming a destination for first-time and repeat visitors, day trippers and staying visitors known for its identity and high-quality offer.
- Effective marketing and consistent use of the Burnham-on-Sea brand will have “spread the word” about the facilities and attractions on offer in Burnham, helped to increase the number of visitors and their contribution to the local economy and will continue to do so into the future (establishing a legacy).
- Visitors arriving by coach will have a dedicated drop-off and collection point, helping reduce congestion around the town.

8.9.7. Wider Economic, Environmental and Social (Community) Benefits

We expect the project to contribute to the following wider economic, environmental and / or social (community) benefits:

- Providing benefits to the wider Sedgemoor and Somerset economy as a whole, adding to people’s motivation for visiting and staying in both the district and the county, helping to add to the high-quality offer that the wider area projects to potential visitors.

8.9.8. Measuring and Monitoring Success

We will seek to monitor the impact and measure the success of the project during the life of this Business Plan and beyond through the following means and / or key performance indicators (KPIs):

- Visitor numbers⁵¹;
- Visitor spend⁵²;
- Where visitors live;
- Visitor surveys and feedback;
- Source of bookings for accommodation;
- Number and duration of “hits” on the Burnham section of the county destination website;
- Number of “shares” and “likes” in relation to events, facilities, attractions and accommodation in the town on social media;
- Number of car parking receipts and time and duration of stay;
- Numbers of coaches visiting the town and ongoing maintenance of the town’s status as a Confederation of Passenger Transport (CPT) coach friendly destination;
- Town centre footfall⁵³;
- Town centre vacancy rates; and,
- Community (residents and business) surveys.

⁵¹ Based on data available from South West Research Company Annual Tourism Survey via Sedgemoor District Council.

⁵² Based on data available from South West Research Company Annual Tourism Survey via Sedgemoor District Council.

⁵³ Subject to footfall monitor continuing to be in place.

8.10. Project 7: Feasibility and Design

8.10.1. Description

In order for the projects proposed in the Business Plan to be delivered, feasibility, design and planning work will be required to be specific about exactly where some of the improvements will be located and their design features. This will enable professional support to be contracted (such as an urban designer or street scape expertise) to move the indicative plans in the Business Plan to fully worked-up drawings and make the sum of the parts work as a whole should additional support be required beyond design proposals provided by contractors for development of the physical projects. The expertise will be commissioned / contracted through the Town Council and will develop cohesive designs focusing on the South Esplanade (Zone 1) and Princess Street (Town Centre North, Zone 3) areas.

8.10.2. Summary of the Challenge (Impact / Problem)

Funding projects is not enough to ensure that high-quality and value for money is gained from the projects. Professional support will be necessary to help translate the Vision and projects in the Business Plan into reality. Without such support, there are risks that the projects will not fulfil the vision or maximise the investment being made.

8.10.3. Meeting Aims and Objectives

This project meets the following Burnham Evolution aims and objectives:

Aims

- i) To address the challenges for our rural, coastal community by supporting its traditional businesses and creating new ones and creating a modern retail and leisure experience that meets the needs and aspirations of residents and businesses.
- ii) To maximise the community's opportunities for taking advantage of its coastal location as a place to live, work and attract day and staying visitors by making it more appealing as a destination for longer periods over a greater part of the year, competitive with other seaside places.
- iii) To have accessible and attractive public spaces. It will be a vibrant place, improving quality of life, appealing to both residents and visitors during the day and after dark.
- iv) To 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.
- v) To have a clear and consistent brand identity adopted by various groups and organisations as an accurate and inspirational representation of Burnham-on-Sea.
- vii) To encourage physical activity; adapting landscape and public realm assets to ensure access for all and building in appropriate recreation facilities.
- viii) To be brave: Burnham-on-Sea will be a town that encourages residents to try new things.

Objectives

- b) We will take forward appropriate regeneration projects that create a sense of place, improve the public realm, maximise our natural assets and improve the connection of the town centre to the sea to increase footfall and visitor spend.
- d) Maximise opportunities to benefit from a rapidly changing local economy and economic migrant population resulting from the Hinkley Point C development.
- e) Mitigate negative impacts of the Hinkley Point C development on the town through targeted project investment and enable the town to develop a local economy which can compete with neighbouring destinations.
- f) Introduce additional initiatives, infrastructure and support for growing, supporting and sustaining local micro, small and medium sized businesses at the heart of the local economy.
- g) Improve opportunities for increasing community cohesion as the town's socio-economic composition continues to rapidly absorb the additional incoming economic migrant population and the resulting population anticipated from planned housing growth in the town.

8.10.4. Cost Estimates and Funding Sources

We estimate the costs of this project to be as follows. We have set out the component indicative funding streams which will contribute to each project's total costs.

Figure 25: Indicative Cost Estimates for Project 7

COST ex VAT (ESTIMATES)	Total	CIM	CCF	RLT2 / 3 (SDC)	"Sink" fund	Other (specify)
Capital (£)						
Revenue* (£)						
Feasibility / Design / Planning	£5,000	£5,000				

* = running / maintenance / salary, etc.

8.10.5. Key Milestones

Our indicative projection sets out the following key milestones for the project. The context of this project alongside others can be seen in an earlier section above. The broad timings are estimations at this stage and part of the role of the Project Co-ordinator (project 5) will be to ensure the effective and detailed planning of each project through to delivery and completion, building on the continued work of the Project Team after this Business Plan has been completed (i.e. the translation of these indicative timings into a target driven and monitored project plan and action plan.

Figure 26: Project 7 Indicative Timescales

	2018-19		2019-20				2020-21				2021-22				2022-23			
	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
			← CCF Spend Window →															
			← CIM Spend Window →															
Cross-cuts Zones																		
7. Feasibility and Design		▲	◆	◆														

Key: ▲ Brief; ◆ Commission; ◆ Work complete, catalyst for project 1 to commence

8.10.6. Outcomes

We expect the project to achieve the following outcomes:

- A detailed plan of the location, design and delivery of the projects on the seafront which has the support of the local community (both residents and businesses) to help enable planning permission to be granted (where necessary) and realise the aims, objectives and outcomes in Zones 1 and 3 in particular.

8.10.7. Wider Economic, Environmental and Social (Community) Benefits

We expect the project to contribute to the wider economic, environmental and / or social (community) benefits identified for projects in Zones 1, 2 and 3.

8.10.8. Measuring and Monitoring Success

As the project is interpreting the direction of travel established by this Business Plan’s projects in Zones 1, 2 and 3 and developing detail to establish further feasibility and design, the project will be monitored through evaluation and quality control of the output produced.

8.11. Project and Funding Summary

The funding requirements for projects and their potential sources are summarised below. Figures are split by potential funding source only but the split between capital and revenue is set out for each project in the detailed sections above. All cost estimates do not include VAT.

Figure 27: Project and Funding Summary

Zone / Project		Proposed Funding Source(s) and Estimated Costs					Total	
		CIM	CCF	RLT2 / 3	Arts Council	Town Council		Other
Zone 1 – South Esplanade								
Zone 2 – The Esplanade								
1.	Seafront Environmental Public Realm Improvements	£148,150		£17,950	£1,000		£104,000	£271,100
<i>Project 1 sub-totals</i>								
1a	Refurbish existing shelters	See k)						See k)
1b	Replace existing signposts	£8,000						£8,000
1c	Seafront Sea Walk signs	£1,200						£1,200
1d	Quarter mile distance markers	£1,800						£1,800
1e	Refurbish or replace benches	£4,000						£4,000
1f	Refurbish or replace bins	£4,500					£8,000	£12,500
1g	Replace lighting	£6,000					£90,000	£96,000
1h	Floor games			£5,000				£5,000
1i	Seawall wildfowl art				£1,000		£6,000	£7,000
1j	Demolish and replace 3 x shelters	£40,000						£40,000
1k	Hinkley Point C Information Panel	£600						£600
1l	Play Area	£40,000						£40,000
1m	Trim Trail	£17,050		£12,950				£30,000
1n	Maintenance budget	£25,000						£25,000
Zone 3 – Town Centre North								
2.	Community and Small Business Hub		£1,000,000					£1,000,000
3.	Princess Theatre Community Enhancements	£163,000				£7,000	£50,000	£220,000
Zone 4 – Town Centre								
4.	Retailer Business Support		£30,000					£30,000
Zone Cross-cutting Projects								
5.	Project Co-ordinator (Implementing Burnham Evolution)		£40,000					£40,000
6.	Destination Marketing	£33,850					£63,670	£97,520
7.	Feasibility and Design	£5,000						£5,000
Total		£350,000	£1,070,000	£17,950	£1,000	£7,000	£217,670	£1,663,620

9. Consultation

The Business Plan has been informed by both the Economic Plan and Neighbourhood Plan, both of which have been the subject of local community consultation and discussion with community and business group representatives. The Plan and the projects within it have also been informed by a succession of studies referenced in this Plan.

Importantly, the emerging Burnham Evolution concepts, zones and projects were shared with the community for their input and comments to help further shape its content and proposals. This took place in May 2018 at the Food Festival and Farmers Market. Static exhibition boards were put in place at these events and were staffed throughout by members of the project team. We also provided a short questionnaire for people to answer about Burnham Evolution and its projects (attached as appendix 5). Over 200 questionnaire responses were received. 51% of respondents were aged 65+, 36% 45-65, 12% 25-45 and only 2% were 15-25. This ratio is important to note as it can introduce an element of bias in the response to certain questions (which seems to be evident in some response rates set out below). Appendix 6 documents the quantifiable responses to the consultation questions and the Town Council has published all results and comments received on its website.



Burnham Evolution consultation stand

The “direction of travel” set by Burnham Evolution of seeking improvements to the quality of the town’s offer and breadth of what it offers seems to have received

clear backing from most respondents, with 69% of respondents agreeing that there is not enough in the town to attract visitors, 90% agreeing that the town could make more of its seaside location and seafront and 78% agreeing that the town does not have enough for people to do out of season and in poor weather.

Many proposed projects received substantial support from those who responded:

- 95% of respondents agreed with the need for more help for small businesses;
- 75% of people who responded support the idea of acquiring the vacant building in the town centre to help meet the aims of Burnham Evolution;
- 63% agreed with the need for the Princess Theatre to be refurbished, with 37% not agreeing;
- 50% agreed with the need for refurbishment and replacement of the shelters with 35% indicating “possibly”;
- 46% agreed with the need for new benches and bins, with 37% indicating “possibly”;
- 38% agreed with the need for improved lighting, with 34% indicating “possibly”;
- 38% agreed with the need for a walking trail with distance markers, with 39% indicating “possibly”; and,
- 29% agreed with the need for new sign-posts and information boards, with 48% indicating “possibly”.

In general, people proved to be supportive, although less so (with 25% or more of respondents not agreeing with the suggestion) of the following proposals:

- While 25% agreed with the proposed pavement games and 38% indicated “possibly”, 37% disagreed; and,
- While 28% agreed with the proposed trim-trail and 35% indicated “possibly”, 37% disagreed.

Respondents were split with regard to the proposed artwork on the seawall with 46% disagreeing, 25% agreeing and 29% indicating “possibly” although those attending the consultation event have identified that some respondents were not clear about what the proposals would comprise which may have influenced the results. Therefore, further consideration of precisely what the artwork will comprise, its scale and how it is illustrated will be important.

When asked what the best use of the large tarmac area on South Esplanade is, there was a reasonably even split of around one third between a children’s play area (36% supporting the suggestion), a water feature (32%) and raised flower beds (28%). Further consideration will need to be made as a result of this, although it is possible, subject to use of South Lawns that two or more of these options could come to fruition.

Answers to free-form questions and questions asking for other ideas and thoughts have been analysed through a “spot check” of commonly made suggestions. The most popular suggestions of what else could be introduced on South Esplanade focused included things like crazy or mini golf / putting green (which received around 20 suggestions), a tidal / paddling / lido pool (13), a form of water play and more flower beds / planting (both of which received around 10 suggestions each). The latter two already form part of the thinking behind the potential new projects. The idea of some form of pool will need further consideration and could form part of a long-term ambition for the town beyond the period of this Business

Plan (i.e. after 2023). The idea of crazy or mini golf / a putting green could also be considered, although such a facility / attraction would be difficult to accommodate on the seafront with the area with most space to achieve it being subject to a protective covenant with regard to use. Other challenges include the need for management of the facility and the need for it to run on a commercially viable basis. A more



Burnham Evolution consultation stand

appropriate location could be considered, such as Crosses Pen. Other comments included a need to keep the seafront clean and tidy (including several remarks about dog fouling) and the need for measures to be introduced to improve the offer of the shopping experience in the town centre including improvements to parking amongst others.

Data and comments received during the consultation will also help to shape the specifics of some projects, with comments being received on use of the Theatre, what people like most and how people would market Burnham-on-Sea.

The Town Council has shared the project ideas with other key stakeholders where proposed improvements may have an impact on the service infrastructure they provide, and land owned by them. A dialogue will continue with these key stakeholders where proposed projects require their input in order for them to be delivered.

10. Sustainability, Legacy and Value for Money

It is essential that the package of projects set out in this Business Plan provide investment which proves to be beneficial in the long term. It is clear that the investment in “new things” themselves will not provide the complete answer to improving and sustaining the local economy and quality of life.

The projects need to be able to demonstrate long-term sustainability and viability so that they do not become a funding burden in the long-term. Hence, the Business Plan sets out the capital and revenue funding likely to be required to establish and keep newly provided facilities and assets running and high-quality maintained.

Value for money from the projects will be measured through the KPIs identified above.

In order for the long-term sustainability of projects in Zones 1 and 2 to be secured beyond the life of this Business Plan, for those facilities and items not maintained by the district or county council, we will explore the option of establishing of a “local sink fund” whereby local beneficiaries of the enhanced seafront quality make small (perhaps annual) contributions towards the required maintenance of the facilities or direct sponsorship is secured. These contributions, designed to maintain the quality of assets, would ideally comprise a mix of public and private sector contributions on the basis that both the resident and business community in the town will benefit from improved quality.

Zone 3 projects will look to secure commercial viability through their use and we would expect them to both be supported by robust business plans, with input from the Project Co-ordinator.

In zone 4 the long-term success of the retailer support programme (project 4) will be measurable through the economic benefits that businesses gain as a result of the specific types of support provided. The package of support will be designed to ensure a lasting legacy for small retailers in the town.

11. Partnership

The Burnham Evolution project can only be delivered through partnership working, maximising the skills, knowledge and capacity (both on a paid and voluntary basis) on offer from a range of organisations representing and working with our community. Our delivery partnership is based on members of the Coastal Communities Team, supplemented where necessary. It comprises the following organisations and may extend outwards during the delivery of the project subject to project development and delivery needs.

- Burnham-on-Sea and Highbridge Town Council
- Sedgemoor District Council
- Burnham-on-Sea Chamber of Trade
- BoS (Burnham-on-Sea) Men’s Shed
- Friends of Marine Cove
- Princess Theatre
- Litter Free Coast and Sea, Somerset

Each of these organisations has a good track record of delivering local community projects across social, environmental and economic sectors.

In 2014-16 Burnham & Highbridge Town Council successfully implemented a package of town centre improvements using S106 monies. This was largely cosmetic: bicycle racks, street banners, artistic shop blinds, etc. as well as staging community events.

Sedgemoor District Council works closely with the Town Council and the community already on a range of projects, supporting businesses and improving bathing water quality. The District's approach to projects is to use multi-disciplinary teams for maximum range of skills and it will apply this approach to Burnham Evolution. It is currently working on a similar project with Bridgwater Town Council and has extensive experience of successful project delivery.

Litter Free Coast & Sea Somerset, a member of the Burnham Evolution team, was established in the 2015 to work with local communities to highlight how daily activities can have an effect on the quality of the bathing water. This is done by working collaboratively and in partnership with members of the Burnham community including dog walkers, local businesses and residents to reduce levels of dog waste, presence of seagulls and misconnected drains which can all increase the levels of bacteria entering the sea.

BoS Men's Shed, established in 2017 has quickly become a thriving group providing social inclusion and enhancing quality of life. The sessions provide a sense of purpose for isolated men. The group works at grassroots level and will help to embed the project in the community.

Members of Friends of Marine Cove have vast experience working to improve the public realm and have been involved in many community projects.

Burnham Chamber of Trade is a longstanding representative body of businesses in the town. The project is seeking to help these small to medium sized businesses. Members have experience in a range of professional services e.g. hospitality, finance, retail, marketing and communications.

The Princess Theatre has considerable organisational experience, works well with volunteers, runs a café and manages successful events e.g. wedding fairs.

12. Governance

The Town Council will be the responsible and accountable body for delivery of Burnham Evolution and appropriate use of the funding it receives.

Day-to-day responsibility for the Burnham Evolution projects will sit with the Project Co-ordinator (project 6). Overall responsibility for and line management of the Business Plan's implementation and Project Co-ordinator will rest with the Town Council (Town Clerk).

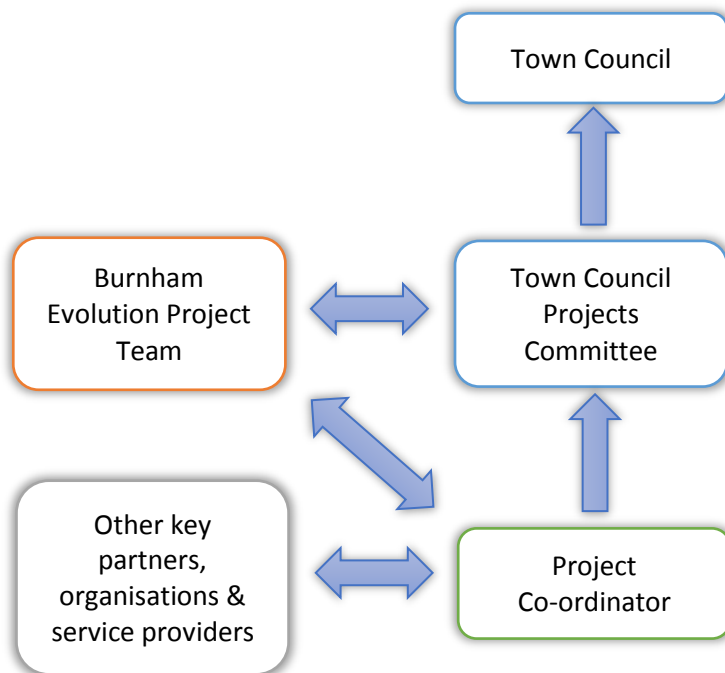
The Project Co-ordinator will liaise with key contributors as necessary – i.e. the implementation will not simply be run “by committee”, but nor will it rely on infrequent or unstructured meetings. Therefore, a formal reporting structure and meeting schedule will be necessary, which the figure below sets out.

The projects and implementation of the Business Plan will be overseen and steered by the Project Team, convened by the Town Council, which will continue to meet periodically to provide an input



into the detail of projects and helping to ensure that the aims & objectives, interests of residents and the business community, quality and value for money is delivered. The Project Co-ordinator will report to the Town Council via the Town Projects Committee and to the full Town Council where necessary. All committees and teams are already in place.

The proposed Governance structure provides a framework for scrutiny, financial regulation, monitoring, ensuring value for money, connection with the community (residents and community) and effective and timely delivery.

Figure 28: Proposed Governance Structure for Burnham Evolution



Key

-  Two-way / informal dialogue
-  Reporting route

13. Legal Matters

In order for the projects to happen, an understanding of land ownership is necessary – without the land owner’s permission and / or land being in public ownership, delivery will be difficult.

The projects proposed in Zones 1 and 2 are on publicly owned land where service infrastructure responsibility rests either with the Town Council, Sedgemoor District Council or Somerset County Council (principally as Highways Authority). The Princess Theatre in Zone 3 is owned by the Town Council. As noted in the project details above, in relation to project 2 (the Community and Small Business Hub) preliminary work has been done by the Town Council and Sedgemoor District Council to establish the purchase cost of the building, including details of cancellation of lease agreements and clauses which would need to be satisfied in order for the purchase to be completed. Purchase of the building, through the usual property buying legal procedures will need to take place, using funding awarded, prior to delivery of refurbishment starting.

Other projects which cut across zones such as retailer support and appointment of a Project Co-ordinator do not relate to physical change but to other types of support and intervention and so land ownership does not need to be considered.

If and when legal support is required, for example, during acquisition of the former job centre, such support would be contracted through the Town Council.

14. Planning

Through the development of our Neighbourhood Plan, we have a good understanding of planning constraints and issues in the town and we are keen to ensure that the quality of Burnham’s built environment and character (such as, but not limited to, that within the Conservation Area) is not eroded, but is enhanced where possible during the Burnham Evolution process and delivery of improvements. We are also keen to ensure that there are no impacts on the coastal and estuarine designations: the Site of Special Scientific Interest (SSSI), Special Area of Conservation (SAC), Special Protection Area (SPA) and National Nature Reserve (NNR).

We will continue to discuss planning issues and requirements for planning permission for the projects with officers at Sedgemoor District Council with the intention of ensuring that we understand planning requirements prior to funding being awarded. However, some details of projects will need to be informed by the Feasibility and Design project (project 7).

15. Risk Management

We have set out some potential risks below. These are initial risks and are not intended to be exhaustive (there may be others which emerge and should be considered during the process).

It is proposed that the Project Co-ordinator should evolve the possible initial risks set out below into a risk register to help monitor potential risks, alongside or as part of the action / implementation

plan. This can be used as a tool to help report progress through the governance structures set out above. The likelihood and impact columns in the table below will indicate levels of risk through a traffic light system (red, amber, green).

The risks identified below assume that applications for funding identified in this Business Plan are successful.

Figure 29 Potential Risks

Zone and Project		Potential risk identified	Likelihood	Impact	Mitigation
Zone 1 – South Esplanade Zone 2 – The Esplanade					
1.	Seafront Environmental Public Realm Improvements:	Increased estimated cost of projects	Medium	High	We have done all we can at this stage to ensure that cost estimates are accurate with input from our project team members and providers of services, facilities and infrastructure. Effective project management will ensure that costs remain within estimates.
		Coastal environment has an impact on the longevity of quality of facilities and structures.	High	High	All of our projects will be designed in a way which helps to minimise the weathering effect of the coastal environment for example through use of more durable materials to mitigate impact. This will help to reduce costs of maintenance and replacement, but we have also carefully thought about budget requirements for maintenance during the Business Plan period (by setting-aside a proportion of CIM budget for maintenance) and beyond (for example, we are considering how best to raise funds for long-term maintenance of assets).
		Planning permission (if required) / required consents (Building Regs, Conservation Area consent, etc.) take longer than anticipated to secure	Low	Medium	We will continue to work with Sedgemoor District Council to access planning advice during the lifetime of the project delivery to help ensure any delays caused by the planning and building regulation processes are minimised. The duration of the business plan is sufficient to provide sufficient lead-in time to enable planning requirements to be understood and detailed plans drawn-up. Not all aspects of the projects will require planning permission but will be deliverable through permitted development rights.
		Planning permission (if required) / required consents not secured for elements which require them.	Low	Medium	We have done all we can at this stage to ensure that we understand issues which may arise as a result of the requirements of regulatory bodies and agencies. The duration of the business plan is sufficient to provide sufficient lead-in time to enable requirements to be discussed and understood.
		Where other bodies and organisations are critical to delivery, issues take longer than anticipated to overcome.	Low	Medium	We have thought carefully through the issues which might arise during the lifetime of the business plan and allowed for time in the project planning accordingly. Having a Project Co-ordinator in place will help to
		Unforeseen issues are encountered during project development and delivery	Low	Medium	

Zone and Project		Potential risk identified	Likelihood	Impact	Mitigation
					ensure that any such issues are mitigated and planned for at an early stage.
		Failure to recruit Project Co-ordinator	Low	High	We have identified an attractive and competitive salary to attract applicants and will ensure that the post is well-advertised to attract people with the appropriate skills to carry-out the role effectively.
		Failure of Project Co-ordinator to deliver the Business Plan projects	Low	High	The Project Co-ordinator and his / her performance will be monitored to ensure effective delivery.
		Negative impact on main visitor / tourist season.	Low	Medium	We have timetabled the installation of changes and improvements in phases which avoid the main tourist seasons.
Zone 3 – Town Centre North					
2.	Community and Small Business Hub	Increased estimated cost of project	Medium	High	We have done all we can at this stage to ensure that cost estimates are accurate with input from our project team members and providers of services, facilities and infrastructure. Effective project management will ensure that costs remain within estimates.
		Building not being purchased.	Medium	High	The Town Council and Sedgemoor District Council will liaise and negotiate with the building owner to ensure that purchase happens. Work is continuing on establishing the appropriate market value of the building and purchase and lease issues.
		Planning permission (if required) / required consents (Building Regs, Conservation Area consent, etc.) take longer than anticipated to secure	Low	Medium	We will continue to work with Sedgemoor District Council to access planning advice during the lifetime of the project delivery to help ensure any delays caused by the planning and building regulation processes are minimised. The duration of the business plan is sufficient to provide sufficient lead-in time to enable planning requirements to be understood and detailed plans drawn-up. Not all aspects of the projects will require planning permission but will be deliverable through permitted development rights.
		Planning permission (if required) / required consents not secured.	Low	High	
		Where other bodies and organisations are critical to delivery, issues take longer than anticipated to overcome.	Low	Medium	We have done all we can at this stage to ensure that we understand issues which may arise as a result of the requirements of regulatory bodies and agencies. The duration of the business plan is sufficient to provide sufficient lead-in time to enable requirements to be discussed and understood.

Zone and Project		Potential risk identified	Likelihood	Impact	Mitigation
		Unforeseen issues are encountered during project development and delivery	Low	Medium	We have thought carefully through the issues which might arise during the lifetime of the business plan and allowed for time in the project planning accordingly. Having a Project Co-ordinator in place will help to ensure that any such issues are mitigated and planned for at an early stage.
		Failure of contractors to deliver to time and budget	Low	Medium	We have done all that we can at this stage to identify accurate cost estimates. The duration of the business plan is sufficient to provide sufficient lead-in time to properly plan for delivery of the project and allow some flexibility should delivery look likely to over-run. Effective project management will be developed in more detail by the Project Co-ordinator and monitored.
		Failure of Hub to attract small and start-up businesses to rent space	Medium	High	An effective plan to properly market the facilities will be put in place by the successful tenderer to run the facility. This will be a requirement of the tendering process. This will minimise the likelihood of vacancies in rent or hire of units / space.
		Failure of Hub to attract community uses	Medium	Medium	This will help to ensure that units / space is taken-up in the short and medium-term – the facility is not a “build and they will come” facility.
		Failure to recruit Project Co-ordinator	Low	High	We have identified an attractive and competitive salary to attract applicants and will ensure that the post is well-advertised to attract people with the appropriate skills to carry-out the role effectively.
		Failure of Project Co-ordinator to deliver the Business Plan projects	Low	High	The Project Co-ordinator and his / her performance will be monitored to ensure effective delivery.
3.	Princess Theatre Community Enhancements	Increased estimated cost of project	Low	High	We have done all we can at this stage to ensure that cost estimates are accurate with input from our project team members and providers of services, facilities and infrastructure. Effective project management will ensure that costs remain within estimates.
		Planning permission (if required) / required consents (Building Regs, change of use etc.) take longer than anticipated to secure	Low	Medium	We will continue to work with Sedgemoor District Council to access planning advice during the lifetime of the project delivery to help ensure any delays caused by the planning and building regulation processes are minimised. The duration of the business plan is sufficient to provide sufficient lead-in time to enable planning requirements to be understood and detailed plans drawn-up. Not all aspects of the projects will require planning permission but will be deliverable through permitted development rights.
		Planning permission (if required) / required consents not secured.	Low	Medium	

Zone and Project		Potential risk identified	Likelihood	Impact	Mitigation
		Failure to recruit additional member of staff to support increased user and visitor use	Low	Low	Effective marketing will ensure that the position is taken-up.
		Unforeseen issues are encountered during project development and delivery	Low	Medium	We have thought carefully through the issues which might arise during the lifetime of the business plan and allowed for time in the project planning accordingly. Having a Project Co-ordinator in place to liaise with the Theatre accordingly during the project's implementation will help to ensure that any such issues are mitigated and planned for at an early stage.
		Failure of contractors to deliver to time and budget	Low	High	We have done all that we can at this stage to identify accurate cost estimates. The duration of the business plan is sufficient to provide sufficient lead-in time to properly plan for delivery of the project and allow some flexibility should delivery look likely to over-run. Effective project management will be developed in more detail by the Project Co-ordinator and monitored.
		Failure to attract additional visitors and users following improvements.	Medium	Medium	The Theatre will continue to ensure that effective marketing is put in place in relation to maximise the use of the Theatre and attract previous and new acts, artists, other performers, local community groups and business and education users of the new and refurbished space. The Destination Marketing project will work in synergy with Theatre marketing to help ensure the impact of Burnham marketing can be felt by the Theatre.
		Failure to recruit Project Co-ordinator	Low	High	We have identified an attractive and competitive salary to attract applicants and will ensure that the post is well-advertised to attract people with the appropriate skills to carry-out the role effectively.
		Failure of Project Co-ordinator to deliver the Business Plan projects	Low	High	The Project Co-ordinator and his / her performance will be monitored to ensure effective delivery.
Zone 4 – Town Centre					
4.	Retailer Business Support	Expertise not contracted following tender process	Low	High	We will do all we can to ensure that contracting expertise and the running of a project which provides added value will be successful.
		Effective support not delivered	Low	Medium	With Sedgemoor District Council's support and experience of running a similar project in Bridgwater we can learn from and improve on experience there to ensure there are no issues which lead to risk of the project failing.
		Failure of contractor / consultant to provide effective high-quality support required	Low	Medium	

Zone and Project		Potential risk identified	Likelihood	Impact	Mitigation
		Few town centre retailers engage with the programme	Medium	Medium	The programme will be adaptable and tailored to the needs of businesses. Engagement with businesses will not be confrontational or prescriptive but will respond to their needs.
		Failure to recruit Project Co-ordinator	Low	High	We have identified an attractive and competitive salary to attract applicants and will ensure that the post is well-advertised to attract people with the appropriate skills to carry-out the role effectively.
		Failure of Project Co-ordinator to deliver the Business Plan projects	Low	High	The Project Co-ordinator and his / her performance will be monitored to ensure effective delivery.
Zone Cross-cutting Projects					
5.	Project Co-ordinator	Failure to recruit Project Co-ordinator	Low	High	We have identified an attractive and competitive salary to attract applicants and will ensure that the post is well-advertised to attract people with the appropriate skills to carry-out the role effectively.
		Failure of Project Co-ordinator to deliver the Business Plan projects	Low	High	The Project Co-ordinator and his / her performance will be monitored to ensure effective delivery.
6.	Destination Marketing	Failure of unified agreement of enough businesses to support brand	Low	Medium	The Project Co-ordinator and Destination Marketing capacity and expertise will be in place to ensure that enough businesses get behind the brand.
		Failure of marketing being effective in attracting additional and repeat visitors	Medium	High	The Destination Marketing expertise and capacity, with input from local business representatives and organisations will help to ensure the effectiveness of marketing Burnham. Successful marketing will depend also on the ability of physical projects to be delivered on time and to the high-quality expected.
		Failure to recruit Project Co-ordinator	Low	High	We have identified an attractive and competitive salary to attract applicants and will ensure that the post is well-advertised to attract people with the appropriate skills to carry-out the role effectively.
		Failure of Project Co-ordinator to deliver the Business Plan projects	Low	High	The Project Co-ordinator and his / her performance will be monitored to ensure effective delivery.
7.	Feasibility and Design	Expertise not contracted following tender process	Low	High	We have done all we can to ensure that contracting expertise and the running of a project which provides added value and the high-quality outputs sought will be successful. We will run a tender process which ensures that a high-quality contractor / consultant is invited to undertake the work. We have sufficient lead-in time to ensure that we have sufficient time to contract the appropriate contractor / consultant.
		Failure of contractor / consultant to provide effective high-quality support and outputs required	Low	Medium	

Zone and Project	Potential risk identified	Likelihood	Impact	Mitigation
	Failure to recruit Project Co-ordinator	Low	High	We have identified an attractive and competitive salary to attract applicants and will ensure that the post is well-advertised to attract people with the appropriate skills to carry-out the role effectively.
	Failure of Project Co-ordinator to deliver the Business Plan projects	Low	High	The Project Co-ordinator and his / her performance will be monitored to ensure effective delivery.

16. Appendices

See separate document.