

WATCHET COASTAL COMMUNITY TEAM ECONOMIC PLAN

January 2016

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1. Point of Contact

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2. CCT membership

- Onion Collective Naomi Griffith, Rachel Kelly, Georgie Grant
- Watchet Town Council Lorraine Roberts - Tourism and Leisure Chair
- West Somerset Council Peter Murphy, Rosemary Woods, Dave Westcott - Cllrs
Rob Downes - Tourism Office
Gordon Dwyer - Economic Development Officer
- Somerset County Council Hugh Davies - Councillor
- West Somerset Railway John Irven - Chair, Amy Parker - Marketing Officer
- Theatre Melange Sandy Maberley - Artistic Director
- Summertime Rachel Irven - Committee member
- Somerset Museums Rachel Bellamy - Somerset Museums Officer
- Watchet Boat Museum Bruce Scott - Chair
- Market House Museum Jim Nicholas - Committee Member
- SW Heritage Trust Sandy Maberley - Trustee
- Steam Coast Trail Briony Turner - Project Officer
- Watchet Live (festival) Mark and Jackie Bale - Directors, Cosmo Johnson
- WACET (CoT) John Richards - Chair, Loretta Whetlor
- Watchet Cons. Society Molly Quint - Chair
- Watchet Harbour Marina James Burnell - Manager
- Contains Art Jason Robinson - Director
- Local retailer Jaquelyn Reynolds, Tracey Thomas
- Watchet Tourist Office Jenny Reynard - Committee member

3. Accountable Body

West Somerset Council,

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4. Local area

Watchet is a small harbour town situated on the coast of the Bristol Channel in the local government district of West Somerset. It lies approximately 15 miles north west from Taunton and seven miles east of Minehead. West Somerset district covers 280 square miles of coast and countryside. It is bordered by the coast to the north and the Quantock Hills to the east. The Brendon Hills and Exmoor lie to the south and west of the district, where it borders Devon.

As a harbour town Watchet has a rich marine-based industrial history. It has a long history as a trading port, dating back over 1,000 years. The character of the town remains steeped in nautical heritage and it has an incredible history of changing, making, growing.

The town was at its most prosperous in the second half of the nineteenth century, when the West Somerset Mineral Railway was constructed to bring ironstone from the Brendon Hills to Watchet harbour for shipping to Wales. By 1912 the West Somerset Railway extended right out onto the East Quay and the docks developed as a critical and completely transformative part of the economy. Coal was imported, some of which was fuel for the local paper mill, which has been a major local industry for over 300 years, employing over 500 people in the 1960s. The mill continued as St Regis Paper Company, part of David S. Smith plc, the UK's largest producer of paper from recycled materials until December 2015 when it closed down with the loss of 176 jobs for the town. This is a significant blow and represents the end of the industrial heritage of Watchet.

5. Context - Community

Watchet has a vibrant and connected community with strong social capital; what is required are economic opportunities to underpin this enthusiasm and commitment. There are numerous social organizations and societies, many of which are represented on the CCT. The community in Watchet is deeply engaged; seeking opportunities for development, looking to the future and are positive about the possibilities.

Watchet's population (for the Ward) was 3948 in 2001 dropping to 3785 in 2011 (ONS Neighbourhood Statistics 2011). In terms of age profile 18% fall into the 0-15 age bracket, 57% working age and 25% retired.

It is the sixth most deprived ward in Somerset and in the top tenth percentile nationally for mental health issues. West Somerset is ranked as the 45th most deprived out of 326 local authorities, putting it in the bottom 15% nationally (the only District in Somerset to rank in the bottom 50) (IMD 2010).

Watchet has a small number of jobs available in the town with 500 jobs recorded in 2007. The Paper Mill, which was by far the largest employer in the town, closed in December 2015 with a loss of 176 jobs in Watchet, bringing our total down to 324 jobs. Just 62% of people of working age in Watchet have jobs compared to the national average of 80%.

It is a community and economy in flux with townsfolk eager to look creatively to the future whilst remaining respectful of the town's maritime industrial legacy. Watchet is also increasingly identified by its vibrant and burgeoning arts and cultural scene and as a local centre of activity for the creative industries.

6. Context - Economy

Watchet's main appeal is as a tourism destination, centering on the Marina, the West Somerset Heritage Railway, Museums and increasingly its vibrant cultural and creative scene. A 2011 survey found Watchet had a total of 97 business and retail premises, 69 of which are in its 'central triangle', broadly comprising Swain Street, West Street, Anchor Street, Harbour Road and the Esplanade. Around 30 percent of all premises were classed as shops. Cafes, pubs, restaurants and take-aways comprised the next highest percentage at 16 percent. 11 percent were hotels and B&Bs. These figures reflect the significance of the tourism sector to the town's present day economy. However, Watchet remains in the eyes of many something of a 'poor relation' to nearby villages such as Porlock and Dunster, which are more traditionally 'picturesque' and closely identified with Exmoor National Park.

The Economic Strategy (2012; Responding to Change) of West Somerset Council is also instructive.

The report explores and acknowledges the economic challenges of Watchet as well as the importance of providing opportunities and infrastructure for a sustainable economy and sustainable communities. It explores the opportunities within the four key economic sectors of the West Somerset area: tourism being the first of these. It also identifies and explores the role of the area's key economic sectors and assets in supporting its future resilience. Watchet and its assets form a focus in the report (8.5). It acknowledges Watchet as 'an important asset for West Somerset, particularly in respect of the tourism economy.' The focus of work is on a number of key actions for Watchet, including ensuring that the momentum of community-led regeneration of the town is not lost and supporting the tourism sector particularly by making the most of maritime and harbour-related initiatives.

7. Related Initiatives

The most significant related activity for Watchet, indeed the whole of West Somerset, is the new EDF power station at Hinkley C. Its impact on the area will be significant and have both positive and negative ramifications. Watchet will be an important part of the HPC road network, a Park and Ride will be based just outside the town and Watchet is one of the first settlements to experience the impact of HPC Site Preparation works with the Washford Cross roundabout construction cutting off the main route into the town for the whole of 2015. The multiple impacts of the development on Watchet have been considered fully via recent Onion Collective application document (Onion Collective_Statement of Impact and Benefit) to the Hinkley Point C Community Impact Mitigation Fund which successfully secured £243,200 from the fund towards the Boat Museum and Visitor Centre project. It details the following factors and impacts on Watchet:

- Traffic congestion and tourism
- Negative perceptions
- Importance of tourism to Watchet's economy and quality of life
- Impact of general road works and disruption to Watchet
- Impact of the Washford Cross Roundabout works
- Declining tourist numbers as a result
- Watchet's socio-economic vulnerability
- Watchet's weak tourism infrastructure
- Quantification of the 'costs' to Watchet
- The cumulative effect

The project aims to go some way to mitigating these effects and to maximize the potential benefits for the longer-term. The Watchet CCT will need to work hard on their supplementary tourism-based projects to further mitigate the impact.

Numerous documents exist relating to the Hinkley Point development but those of particular relevance in this instance are:

- Hinkley Tourism Partnership Tourism Strategy
- Blueprint West Somerset by Real Ideas Organisation commissioned by DWP

The Onion Collective have been working in Watchet since 2012 and following an intensive and comprehensive consultation phase in Spring 2014 have started working on 4 regeneration plans:

- Boat Museum and Visitor Centre - Heritage, tourism and civic
- East Quay Foundry - Employment, culture and tourism
- Community Centre - Community, health and well-being
- Coastal Pathways - Geology, tourism and culture

The Boat Museum and Visitor Centre project has successfully secured funding of £400,000 plus Community Asset Transfer of the building from West Somerset Council Work began this week on the new build and refurbishment which will be finished by the summer in time for the main tourism season. Onion Collective secured a Coastal Revival Fund grant of £50,000 to develop a new footpath to run alongside the heritage West Somerset Railway and includes the re-instatement of a ropemachine and ropewalk in the path which starts at the boat museum and links visitors and locals to their amenities and to key developments and locations within the town.

Onion Collective are also working on a series of revenue based projects particularly focused around routes to skills and employment through 'making' and have se-



8. Ambition

Watchet CCT aims to secure a stronger future for Watchet through a series of regeneration projects, small and large, short and long term. Watchet is lucky to have a very strong CCT with a regularly attending and committed membership. The individual members leave their 'vested interest' at the door and work hard together to get the best outcome for their town. The Team has developed through a series of mechanisms and plans and the CCT plan is the latest and most ambitious variation on this.

The key aims and objectives are to:

- Build a strong tourism economy with infrastructure support
- Develop a vibrant & compelling brand
- Create jobs and enterprise
- Support retail development & opportunities
- Enhance cultural opportunities for visitors and locals
- Work collaboratively to get the best outcomes

We will know we have succeeded when Watchet is a busy and vibrant town year round, when new shops and restaurants are opening, where our young people are setting up businesses and social enterprises, where visitors stay all day and spend money, when they go home they recommend Watchet to their friends and when Watchet is cited as an example of coastal regeneration at its best.

9. Socio-economic needs and targeted change to 2025

Following extensive consultation with the townsfolk in 2014 a number of community objectives were distilled reflecting how the people of Watchet felt it could build a stronger future. As is obvious from the list – the focus on economic imperatives is pronounced.

The development of the project at the Boat Museum, the East Quay and the others listed in this strategy have been undertaken and designed with meeting these ambitions explicitly in mind:

- Create more for visitors to do
- Meet the needs of the community, including young people
- Generate jobs and enterprise
- Deliver improved public space
- Enhance the arts/cultural offer
- Enhance the marina/maritime offer
- Exhibit high quality, sensitive design
- Improve cycling/walking infrastructure
- Celebrate coast, heritage, geology
- Retain and build on the unique vibe
- Effectively market/brand the towns
- Improve parking/traffic management
- Enhance Civic Space.

The project also closely aligns with the approach and vision of the Hinkley Tourism Action Partnership as set out in its Strategy. In particular, the new Visitor Centre and Boat Museum will help to deliver against all nine of the key priorities identified in the Strategy and associated Action Plan:

- Fostering positive perception and awareness;
- Creating a welcoming and informed travel experience;
- Monitoring impacts on visitors and businesses;
- Evolving new products for changing customer needs;

- Capitalising on digital trends and partnerships;
- Evidence based, targeted marketing campaigns;
- Building long term capacity of industry;
- Encouraging higher value sustainable growth;
- Supporting local distinctiveness and action.

The project is explicitly referenced in the HTAP Strategy as one which should be championed and supported because of its potential to bring ‘high value growth’ creating jobs and facilities (p.15) and states that the project be supported where possible. This is reinforced by the letter of support from West Somerset Council that sets out the reasons for the Council to support the project from a tourism point of view.

The Economic Strategy (2012) (Responding to Change) of West Somerset Council is also particularly instructive. The report explores and acknowledges the economic challenges of Watchet; as well as the importance of providing opportunities and infrastructure for a sustainable economy and sustainable communities. It explores the opportunities within the four key economic sectors of the area: tourism is the first of these. It also identifies and explores the role of the areas key economic sectors and assets in supporting its future resilience. Watchet and its assets form a focus in the report (8.5).

It acknowledges Watchet as ‘an important asset for West Somerset, particularly in respect of the tourism economy.’ It states that ‘the town has a strong community spirit, demonstrated by local involvement in the shaping of new redevelopment plans for the town, and supporting numerous voluntary societies including two museums’. The resulting focus of work is on a number of key actions for Watchet, including ensuring that the momentum of community led regeneration of the town is not lost and supporting the tourism sector

particularly by making the most of maritime and harbour-related initiatives. The priorities of Somerset County Council also support our approach and this strategy broadly. The development of the Visitor Centre and Boat Museum aligns with County priorities around enhancing tourism, encouraging participation, volunteering and community self-help, promoting economic growth, and letting others provide services where they are able to do it better or at less cost (Somerset County Council, 2012). Moreover the County Council is advanced in its thinking about the process and value of Community Asset Transfer as a mechanism to support both council efficiencies and community empowerment. This alignment is reinforced by the active engagement and support of the Heritage Service through the, now independent, South West Heritage Trust.

As all these related pieces of work make clear, the town faces a number of challenges from a perspective of economic strength and growth. It is relatively deprived in both national and local terms, and suffers from the deficit in opportunities and services that commonly befalls areas of such rurality and relative isolation. It also however has some key strengths – its relatively young population by comparison to local towns and villages at least, its industrial legacy and seaside location. Many further opportunities are identified in the SWOT analysis and these feed into the actions identified.

Perhaps the most instructive analysis of the town’s strengths from a socio-economic perspective are contained within benchmarking report that was commissioned by the Department for Communities and Local Government, the Commission for Rural Communities and DEFRA in 2011 (Beatty, Fothergill, & Wilson, 2011). It presents a range of statistical evidence on socio-economic conditions and compares the figures with regional and English averages and with the averages for larger

seaside towns. It focuses on 37 smaller 'seaside towns' each with a population below 10,000 but above 1,500. Watchet is included in this report and as such can be compared against its closest peers (including 15 in the south west of England, the nearest being Lynton/Lynmouth and Westward Ho) across a whole range of socio-economic criteria that serve to elucidate starkly the needs facing the community.

As the table overleaf shows, on almost all indicators Watchet fares badly by comparison to its closest peers. It ranks very low on almost all measures. Until 2015, the notable exception to this was that it had, along with Southwold amongst the 37, an unusually high proportion of jobs in manufacturing. In Watchet this reflected the existence of the paper mill (in Southwold a brewery). This mill closed at the end of 2015, with the loss of close to 200 jobs, many of them filled by Watchet residents.

Overall the Indices of Deprivation offer the best composite guide to the degree of disadvantage in individual towns. Three domains within the Indices – income, employment, and education and skills – together offer a reasonable guide to the more 'economic' dimensions of disadvantage. Of the 37 towns being benchmarked, five six towns figure among the most disadvantaged ten seaside towns in all three of the 'economic' domains in the Indices of Deprivation, and a further three appear twice. These smaller seaside towns might therefore be seen as having the greatest economic problems. Watchet is one of these nine, appearing in the bottom ten on all three 'economic domains' (Beatty, Fothergill, & Wilson, 2011, p. 107), a fact made even more stark by the recognition that seven of the nine most disadvantaged are on the East Coast.

Index of Multiple Deprivation Rankings for Watchet by comparison to its closest peers

IMD Rank	Watchet Figure	Rank out of 37
Average overall deprivation ranking of LSOAs, 2007	9,395	5
Average ranking on income deprivation domain, 2007	9,653	4
Average ranking on employment deprivation domain, 2007	8,046	6
Average ranking on health and disability deprivation, 2007	11,012	8
Average ranking on education, skills and training domain, 2007	9,699	8
Average ranking on barriers to housing and services domain, 2007	3,232	2
Average ranking on crime domain, 2007	25,795	25
Average ranking on living environment domain, 2007	15,984	19

Benchmarking Watchet's socio-economic conditions

Criteria	Watchet Figure	Rank out of 37	Average for Rural Areas	Average for 37 Peers	Target by 2025
Population, 2007	3,900	22	-	4,589	NA
Population growth 2001-2007	-100 (-2%)	34	4.7%	3.1%	NA
Age distribution, 2007, ranked by share aged over 60	0-15 18% 16-59 58% 60+ 24%	35	0-15 18% 16-59 59% 60+ 23%	0-15 14% 16-59 52% 60+ 34%	NA
Employment (jobs) 2007	600 jobs	35	-	-	Rank 25
Change in employment, 03-07	-30 (-6%)	32	+6.5%	+4.9%	+5%
Employment rate, 2007	62%	34	76%	70%	70%
Occupational Structure, % workforce in managerial/professional roles.	15%	37	30%	24%	24%
Highest qualifications of working age population, % with level 4/5 and no qualifications	11% (4/5) 29% (none)	31	22% 20%	15% 26%	15% 25%
Estimated share of pupils achieving 5 or more A*-C grades at GCSE, 2007	50%	28	66%	58%	60%
Working age claimant rates, 2008 (JSA, IS as lone parent, IB/SDA)	13.9%	11	6.9%	13%	12%
Change in working age claimant rate, 1999-2008	-1.6%	21	-0.8%	-1.0%	-1.9%
Pension credits claimant rate, 2008, % of persons aged over 60/65	26.7%	6	16.2%	20.3%	20%
Households claiming Housing Benefit and/or CT Benefit, 2005	29%	5	14%	22%	25%
Seasonal unemployment (average fluctuation in JSA claimant rates) 2001-08	0.8 percentage points	12	0.1 percentage points	0.7 percentage points	0.5 percentage points
Economic output (Gross Value Added per head in local NUTS 3 region, 2006)	83 (England = 100)	4	-	73	80
Housing tenure, 2001, % owner-occupier, % social rented, % private rented	71% 18% 10%	24	77% 12% 12%	74% 12% 14%	74% 14% 12%

10. SWOT analysis

Strengths

- Sees change as an opportunity not a threat.
- Entrepreneurial and creative spirit – ‘Watchet has always made and created’.
- Strong identity as a ‘working town’ and ‘maker community’.
- Strong community spirit, engaged and active groups, substantial social capital.
- Heritage/tourism assets – Museum, Boat Museum, Railway, Harbour, Swain Street.
- High quality environmental and landscape assets – Beach, Splash Point, geology, Memorial Ground, proximity to AONB, ENPA.
- Range of independent retailers – interesting, quirky, vintage/antiques cluster.
- Clear regeneration plans with widespread buy-in.
- Active strategic leadership of all ages/spectrums.
- Tourism and business infrastructure development underway.
- Childcare available and primary improving strongly.
- Safe, friendly environment – low crime.
- Regarded as a town that is ‘on the up’ – increasing WS and county-wide profile.
- Small enough to make a substantive difference in a relatively short time.
- Watchet Music Festival and vibrant cultural/music activities.

Weaknesses

- Loss of most significant employer – had provided manufacturing balance to tourism.
- Low educational achievement – secondary education offer poor.
- Low skill levels coupled with skill shortages.
- Lack of community, performance, sports space to attract incomers.
- Lack of corporate or major employees (even more so with loss of DS Smith).
- Sparsely populated – lack of critical mass.
- Remoteness, poor transport links, poor road infrastructure.
- Lack of diversity (now worse) and few high paying jobs.
- Service and tourist industry of inconsistent quality.
- High housing costs relative to incomes.
- Low wage economy and marked seasonal variations.
- Slow recovery from the recession.
- Insularity.

Opportunities

- Embrace a tourism as a major revenue generator rather than shy away from it.
- Maximise tourism through infrastructure and joint working and rebrand.
- Co-locate community and public services to make more of links/save money.
- Council chamber potential new uses.
- Capitalise on landscape and heritage assets.
- Hinkley funding and employment possibilities.
- Co-ordinate community and enterprise groups to share and build resources.
- Take advantage of developing identity as a hub for the creative industries – key growth sector and long term growth potential.
- Hub for social and community enterprise.
- High % of working-age population & younger demographic than rest of district.
- Possibility of maritime-marine based cluster development.
- Lower rate of self-employment than the district, but enabling factors all present.
- Possibility of ‘green’ and low-energy technologies development.
- Attract leavers back to the town as vibrant, energetic place.

- Free wifi to boost tourist experience.
- Make more of the maritime-heritage-culture link that defines the place.
- Relatively defined business community so easier to improve quality.
- Low wages mean competitiveness against peers is high.
- Cheaper housing than elsewhere in the District – attracts newcomers.
- Retailers to extend opening hours/choice of goods.
- Provision of starter units, workshop live/work and studio space for small industries.
- Transformative potential of the Paper Mill and East Quay sites.
- Availability of European and other external regeneration funding options.

Threats

- Impact of Hinkley on tourism and business investors.
- Risk that Hinkley sucks local workforce and entrepreneurs away.
- Failure to recover from loss of major employer.
- Fracking in nearby AONB and negative related perceptions.
- Brain drain of younger generation out of the area.
- Perpetuate conflict with neighbouring areas and lose out to bigger towns.
- Failure to regenerate Paper Mill site – blot on landscape and ‘spirit’ of the town.
- East Quay development delayed by parties not engaging.
- Marina operations and mud problem not solved.
- Not ambitious enough – lose support of the next generation by failing to recognize aspirational needs.

11. Data

All the projects in Watchet, via Onion Collective and the CCT are based on evidence and data as well as detailed consultation with the community.

Data has been sourced from:

- Watchet 2025, Watchet Community Strategic Plan (2009) by Watchet Action Strategic Partnership
- Onion Collective Consultation process – www.onioncollective.co.uk
- WSC Town and Village Centres Study (2012)
- The Economic Strategy (2012) (Responding to Change) of West Somerset Council
- The Economic Impact of Somerset’s Tourism Economy 2014, West Somerset (2015) Somerset County Council
- Tourism Strategy and Action Plan from Hinkley Tourism Action Partnership
- West Somerset Tourism Volume and Value data
- Englands Smaller Seaside Towns (2011) by DCLG

12. Key projects and bodies of work

Project	Timeframe - SML	Status	Lead
Makers Club	Ongoing	Live	OC
Boat Museum development	Current/Short	Live	OC/BM
Visitor Centre	Current/Short	Live	OC/WTC
Rope Walk	Current/Short	Live	OC
Tourism Strategic Development	Short/Med	Live	OC/CCT
Watchet Community Makers	Short/Med	Live	OC
Markets development	Short/Med	Live	CCT
Splashpoint	Short/Med	Live	OC
Steam Coast Trail in Watchet	Short/Med	Live	SCT
New website with interactive map	Short/Med	Planning	OC/WACET
Signage inc. QR / Sculpture trail with fingerposts	Short/Med	Planning	Theatre Melange/Conservation
Watchet WIFI	Short/Med	Planning	CCT
Marina services development	Short/Med	Live	WHM
WS Coastal Towns identity	Med	Concept	VC
Resolving mud issue	Med	Live	WHM
East Quay development	Med	Planning	OC
Distribution network	Med	Planning	CCT/VC
Community Centre	Med/Long	Concept	OC
Coastal Pathways	Long	Concept	OC
Paper mill site	Long	Opportunity	OC/CCT



13. Action plan

Title	Makers Club	Timeframe	Ongoing
Status	Live	Dates	Began April 2015 - ongoing
Lead	Onion Collective	Themes	Skills and employment
Description and background			
<p>Initiated via the WSC Ourplace programme under the Skills Brokerage workstream. To date 8 Makers Clubs have taken place with inspirational speakers. Programme of speakers is in place until July 2016 with plans to continue throughout 2017 at least.</p> <p>Attendees have expressed interest in practical sessions which are planned to come online in 2016 when the Makers Workshop is operational. Sessions will include peer learning, project development, one off and series of courses.</p> <p>Potential for future development by creating short films TED style of speakers to disseminate through social media to raise profile of work taking place in Watchet and highlight opportunities.</p>			
Cost	£5k to date with potential for additional £3k for film project		
Funding Sources	WSC Ourplace and Family Focus	Funding Status	Live/Pending
Short term actions		Medium term actions	
Publicise programme of speakers for 2016			
Develop plan for practical sessions			
Fund and commission film maker			
Partners	Ourplace network, Sanctuary Work Hub	Resources	In kind contributions from speakers and peer tutors

Title	Boat Museum development	Timeframe	Current/Short
Status	Live	Dates	Phase 1 completion June 2016
Lead	OC/Boat Museum Committee	Themes	Duration and Experience
Description and background			
<p>As part of the Boat Museum and Visitor Centre project.</p> <p>The Boat Museum element will see new glazing on front of building and Harbour Road, plus repairs to structure including re-pointing, rainwater goods, lintels etc.</p> <p>The internal structure of the museum has been removed and is being redesigned and rebuilt with support from Watchet Community Makers.</p> <p>Ongoing there is further development work with the Boat Museum committee to make firmer future governance plans, as well as ongoing museum development in terms of the collection, volunteers, retail opportunities, events etc.</p>			
Cost	Capital build BM element £60k. Ongoing £20-40k		
Funding Sources	CIM/Trusthouse, AIM, HLF	Funding Status	CIM/Trusthouse - Live AIM/HLF - to be applied for
Short term actions		Medium term actions	
Design and rebuild of internal structure		Development of funding bid and plan for future governance, collection development, retail, volunteers	
Interpretation for new layout of museum		Working towards Museum Accreditation	
Legals in place for leasehold			
Partners	Watchet Community Makers, Market House Museum	Resources	Volunteer time from Community Makers

Title	Visitor Centre	Timeframe	Current/Short
Status	Live	Dates	Completion June 2016
Lead	OC	Themes	Visitor Numbers / Duration / Co-ordinated / Skills and employment
Description and background			
<p>New build Visitor Centre attached to the existing Boat Museum. To include Watchet Town Council office and shared space for Visitor centre/WTC meetings.</p> <p>Significant tourism activity will be generated through the Visitor Centre outlined under separate project heading - Tourism Strategic Development. The Centre will operate also as a community hub and has several significant outputs associated to funding streams including:</p>			
Cost	Capital £400k inc BM, Revenue £20-30k funded		
Funding Sources	CIM, Trusthouse, WTC Hinkley TIC funding	Funding Status	CIM/Trusthouse/WTC - Live TIC funding - pending
Short term actions		Medium term actions	
Asset transfer complete		Build links with WTC	
Operational planning		Staff recruitment	
Review of business plan			
Partners	WTC, BM, CCT	Resources	Volunteer in kind

Title	Rope Walk	Timeframe	Current/Short
Status	Live	Dates	Completion April 2016
Lead	OC	Themes	Visitor Experience
Description and background			
<p>A rope walk pathway leading from the Brunel designed Boat Museum building, alongside the West Somerset Railway towards the East Quay harbourside area and Splash Point where we plan to reinvent the Victorian Pleasure Gardens. The pathway will make connections between the important areas of the town which we are working to regenerate, improving the access for locals and visitors alike and enhancing the heritage and tourist appeal of the town.</p> <p>There will also be opportunities for schools and groups to visit the museum and rope walk, making their own rope and exploring a wide range of topics such as the source of the natural fibres for the rope and the importance of rope making.</p>			
Cost	£50k capital		
Funding Sources	Coastal Revival Fund	Funding Status	CRF - Live
Short term actions		Medium term actions	
Planning condition sign off			
Quotes for build			
Design of interpretation			
Partners	WSR, BM	Resources	Volunteer in kind. Volunteer Heritage advisor

Title	Tourism strategic development	Timeframe	Short/Med
Status	Live	Dates	Began Nov 2015-2017
Lead	CCT/VC	Themes	Visitor Numbers/ Duration/Experience/ Co-ordinated
Description and background			
<p>Project developed since initial consultation work in 2014, then further explored and work begun in 2015 through Tourism Framework and CCT funding. To include:</p> <p>Re-branding - Completion March 2016</p> <p>Watchet Literature review - Winter/Spring 2016 - following from re-branding - consider most appropriate forms of literature for Watchet and secure funding</p> <p>Stronger connection with WSR - Winter/Spring 2016 - use of Watchet map on WSR website and handed out to families travelling on railway. Exploration of other connections including through WSR events and galas, Watchet activities on WSR website, social media connections, development of other events and ideas such as Exmoor Gourmet Express, Wifi project, linking with e-newsletter, joint attendance at regional and national shows, building visitor experience packages (Watchet Cider Festival).</p> <p>E-newsletter - Begin April 2016 - begin to build up regular contact list of visitors to keep informed of activity and events in Watchet through e-newsletter.</p> <p>Theming development - Begin Spring 2016 - Using branding to build on identified theming of attractions and activities; Geology & Coast/Maritime & Industrial Heritage/Art and Culture/Families.</p> <p>Social Media strategy - Spring/Summer 2016 - creation of a social media strategy to complement branding and theming making best use of Facebook, Twitter, Instagram etc, easily actioned by Visitor Centre staff.</p> <p>Activity/themed breaks - 2017 - building further on theming and branding to create activity and themed breaks to attract visitors to Watchet.</p> <p>Promotional films - 2017 - creation of short promotional films, again reflecting themes and linking with social media strategy eg Splash Point, Stories of Boats etc</p> <p>Regional and National promotion - 2017 - Further building on profile of Watchet, creation of regional and national campaigns including attendance at tourism fairs</p>			
Cost	Some elements will fall into work through Visitor Centre, Rebranding is funded through CCT, other elements will require further funding. Overall cost up to £50k		
Funding Sources	CCT, WSC Visitor Centre Funding, ESIF, Leader	Funding Status	CCT - Live Visitor Centre funding - pending ESIF - applied for
Short term actions		Medium term actions	
Set up Literature Review Group		Explore opportunities for attendance at tourism fairs with WSR or other partners	
Meeting with WSR to further explore opportunities.		Explore opportunities for events to link with WSR.	
E-newsletter template development Use of existing mailing lists for initial e-newsletter, connecting with WSR newsletter		Develop themed breaks programme	
Theming development from Branding action		Secure funding and commission films	
Creation of Social Media strategy		Regional and national campaign plan	
Partners	CCT, Visitor Centre, OC, WSR	Resources	In kind contributions from partners
Other	Ongoing development of this project, additional activity may be added.		

Title	Watchet Community Makers	Timeframe	Short/Med
Status	Live	Dates	Oct 2015 – Sept 2017
Lead	OC	Themes	Skills and employment
Description and background			
<p>We want to create and empower a maker team for Watchet. The group will work on collaborative projects to develop their skills. They will get together every week and learn new personal and practical skills, using new tools and equipment and importantly learning from one another. Initial sessions will be workshop based, establishing skill levels of participants and drawing out what new skills they would like to learn. We will begin by working on some small scale workshop based projects included kitting out the workshop building as appropriate with shelving, storage, work benches etc. It is envisaged that other initial projects will include creating outside furniture for a project re-imagining a pleasure garden in the town, working with Watchet Boat Museum to redesign and build the display structure for their boats and other collection items, storage unit (straw-bale, timber, brick or combination) at community allotment, renovation of small boat. Individuals training needs will be catered for and where necessary we will bring in outside expertise. The intent is to offer accreditation options to participants.</p>			
Cost	£46,500		
Funding Sources	People's Health Trust	Funding Status	Live
Short term actions		Medium term actions	
Confirmation of workshop space		Development of community projects	
Recruitment of participants		Co-ordination with businesses	
Initial sessions – Feb 2016		Co-ordination with employment schemes	
Partners	BM, Community organisations	Resources	Volunteer time from participants, lead and architect

Title	Markets and Events Development	Timeframe	Short/Med
Status	Live	Dates	1 st market May 2016
Lead	CCT	Themes	Retail
Description and background			
<p>Development of a series of markets through pilot events. This phase is about testing the water and establishing connections with the traders in the town as well as potential market traders for different themed markets. The first market will use the high street as the venue, thereby connecting more firmly with the permanent retailers. Other activity such as music, performance and food will be incorporated to create a real 'event' day. Further development options will involve researching other markets and attending markets conferences to learn best practice as well as working towards a funding position for a regular market through WSC European Funding initiative</p>			
Cost	£1000		
Funding Sources	CCT	Funding Status	Live
Short term actions		Medium term actions	
Confirm insurance options and requirements		Markets conference and networking	
Confirm KT children attendance for May-pole dancing		Liaison with WSC regarding funding opportunities	
Leaflet for stall holders			
Events licence requirements			
Partners	CCT, Retailers, WTC, WACET	Resources	Volunteer time from CCT sub-group members

Title	Splashpoint Pleasure Grounds	Timeframe	Short/Med
Status	Live	Dates	Phase 1 completed ; Phase 2 Spring 2016
Lead	OC	Themes	Visitor Experience, Duration
Description and background			
<p>An overgrown and underused area of the town in fantastic location with views over the Bristol Channel, Watchet and the Quantocks. Onion Collective have leased the site from the local owner and activity took place in the summer of 2015 to clear the land and build a pavilion structure. The structure was created by 50 Watchet volunteers over 3 days, it was a 'design as you build' community workshop led by architect Piers Taylor, timber engineer Charley Brentnall and Landscape Architects LT Studio, to help volunteers learn about construction, solve problems and reach construction solutions together. The brief was for a structure that could be used for music and theatre events, picnics and stargazing, or simply enjoying the view, but also be able to withstand the strong winds and harsh climate of a coastal cliff top field.</p> <p>Plans moving forward include planting, community events and performances and the development of the site, to include elements such as orchard, benches, boules pit, restoration of pill boxes, bbq area etc. The site is on the route of the newly opening section of the Somerset Coastal Path.</p>			
Cost	£10k completed, total cost £50-100k		
Funding Sources	A4A, Grow Wild, HLF, ACE G4A	Funding Status	A4A - completed Grow Wild - pending HLF/G4A and others to apply for
Short term actions		Medium term actions	
Funding application to ACE G4A for events programme for summer 2016		Funding secured for longer term ambitions	
Re-clearing and tidying the site ready for opening of new section of Somerset Coast Path in March 2016		Development work with Watchet Youth Club and other young people in the town about their use of the site	
Partners	Community Makers, Conservation Society, Watchet Youth Club	Resources	Volunteer community build - 50 volunteers approx 10 hours each to date = 500 volunteer hours

Title	Steam Coast Trail in Watchet	Timeframe	Short/Med
Status	Live	Dates	Planning stage – completion March 2016
Lead	Steam Coast Trail	Themes	Visitor Numbers / Co-ordinated approach
Description and background			
Part of a much larger project creating a multiuser path from Minehead through Dunster, Blue Anchor and ultimately Williton. This sub-project will look at the feasibility of the routes into Watchet, making best use of the resources and infrastructure including the new Visitor Centre before the path continues on to Williton. Cyclists in particular are hoped to be attracted via this route into the town. The feasibility work will also consider best co-ordination of website and social media amongst the various organizations involved including CCT and the Visitor Centre.			
Cost	£24k		
Funding Sources	Coastal Revival Fund	Funding Status	CRF - Live
Short term actions		Medium term actions	
Survey work to establish best route		Secure funding for development and delivery of the path	
Co-ordination with CCT and Visitor Centre on connections in Watchet			
Co-ordinated approach to marketing and promotion via websites and social media			
Partners	CCT, OC	Resources	

Title	New website with interactive map	Timeframe	Short/Med
Status	Planning	Dates	Completion June 2016 if poss
Lead	Visitor Centre/WACET	Themes	Visitor Numbers/Duration/Co-ordinated approach
Description and background			
Currently several websites with some tourism element operate in Watchet causing confusion for visitors and locals alike. This project looks to develop the Visit Watchet website currently run by WACET with the Visitor Centre co-ordinating the activity on the site, keeping it active and up to date. The new site will be modern and innovative, reflecting the new branding being developed for the town as well as some of the popular brand assets such as the Watchet Map. The project will also include development of a digital interactive version of the map allowing visitors to explore Watchet online as well as play games and find out information. The map will then be able to be used on other relevant websites to promote Watchet and the wider area.			
Cost	£10-15k		
Funding Sources	ESIF	Funding Status	Pending
Short term actions		Medium term actions	
Develop design brief for the website		Building relationships to include map on other websites	
Finalise agreements for use with WACET		Comprehensive monitoring and updating of the website to ensure best outcomes.	
Procure design of site and interactive map			
Partners	CCT/OC/WACET	Resources	In kind for funding, Visitor Centre staff population and maintenance

Title	Signage	Timeframe	Short/Med
Status	Planning	Dates	Begin Spring 2016
Lead	CCT/OC	Themes	Experience/Duration
Description and background			
<p>Review and recreation of varied signage around the town from small signs on walls to new finger posts. The new signage will reflect the new branding. A plan for the signage is being devised for approval by CCT and WTC. Appropriate permissions will need to be sought. The implementation will be phased as funds allow with some funding from the current CCT to be allocated for wall signage at selected locations around the town.</p> <p>Plan for signage locations.</p> <p>Design of signage as part of branding actions.</p>			
Cost	£10-20k		
Funding Sources	CCT, ESIF	Funding Status	CCT - Live ESIF - Pending
Short term actions		Medium term actions	
Approvals in place		Funding sources for further phases	
Initial signage installed by April 2016			
Partners	CCT, OC, Visitor Centre	Resources	In kind planning and funding application

Title	QR Trail	Timeframe	Short/Med
Status	Planning	Dates	2016
Lead	Theatre Melange	Themes	Experience/Duration
Description and background			
<p>A QR trail around the town with key points of interest connecting to Digital Postcards comprising short videos of local Watchet characters revealing the town's heritage and culture in a lively entertaining way. This is a collaborative project between Theatre Melange and Conservation Society to build on cultural and heritage tourism in Watchet.</p>			
Cost	£10-15k		
Funding Sources	LEADER	Funding Status	To apply for
Short term actions		Medium term actions	
Funding application		Initial signage installed by April 2016	
Identification of best locations		Approvals in place	
Creation of Digital Postcards		Funding sources for further phases	
Partners	Conservation Society, CCT	Resources	In kind planning and funding application

Title	Lime Cross Sculpture	Timeframe	Short/Med
Status	Planning	Dates	2016
Lead	Conservation Society	Themes	Experience
Description and background			
<p>A project in planning stages to install a sculptural piece on the newly reclaimed land at Lime Cross as part of the Boat Museum project. The sculpture will speak of Watchet, welcoming visitors as they enter the town, as well as providing way finding for visitors as they traverse around the town, drawing them to different parts which are currently under visited.</p>			
Cost	£30-50k		
Funding Sources		Funding Status	To apply for
Short term actions		Medium term actions	
Identify options for sculpture			
Consultation with WTC and others			
Secure funding			
Planning permission			
Partners	OC, Visitor Centre, Boat Museum, CCT	Resources	Volunteer planning time

Title	Watchet WIFI	Timeframe	Short/Med
Status	Planning	Dates	2016
Lead	CCT	Themes	Experience, duration, co-ordinated
Description and background			
<p>Free WIFI available in the downtown area of Watchet to enable above WIFI project as well as connections to the new website and other online resources and providing a useful service for visitors to the town. The process will also involve capture of email addresses to be used for marketing purposes via the e-newsletter outlined in Tourism Strategic Development.</p> <p>Survey has been carried out to confirm range of WIFI and project is out to tender as part of a wider Taunton Deane and West Somerset WIFI project. Funding is still to be secured.</p>			
Cost	£10-15k		
Funding Sources	CIM, HTAP	Funding Status	To be applied for
Short term actions		Medium term actions	
Secure funding			
Enable systems for delivery			
Set up of e-newsletter process			
Partners	OC, Visitor Centre, Theatre Melange	Resources	Visitor Centre input

Title	Marina services development	Timeframe	Short/Med
Status	Live	Dates	2016
Lead	Watchet Harbour Marina	Themes	Skills and employment
Description and background			
<p>Watchet Harbour Marina provide a range of services including mooring, facilitating boat repairs and maintenance, café. They are looking to develop these services to offer more on a larger scale. The Marina is an important part of Watchet's economy and already provides employment. This expansion of services will look to create more jobs and opportunities in the maritime and retail sector. Ultimately the Marina will look to provide undercover workshop space on the Quayside for maintenance works.</p>			
Cost			
Funding Sources	Privately funded	Funding Status	Live
Short term actions		Medium term actions	
Development of café and retail area		Creation of undercover workshop space	
Partners	Watchet Boat Owners	Resources	In house delivery and development

Title	WS Coastal Towns identity	Timeframe	Med
Status	Concept	Dates	2016
Lead	Visitor Centre	Themes	Co-ordinated approach / Duration
Description and background			
<p>A project to develop the opportunities to explore the branding and promotional identity of the West Somerset Coastal towns. Working collaboratively with Minehead and Porlock initially through the Visitor Centres in these towns to create a strategic plan of opportunities and realistic actions to develop this identity.</p>			
Cost	£10-50k		
Funding Sources	CIM, HTAP	Funding Status	To be applied for
Short term actions		Medium term actions	
Set up initial working group to consider opportunities		Design brief for tender	
Allocate tasks and share potential workload			
Apply for funding			
Partners	Minehead TIC, Porlock TIC, WSC	Resources	In kind time from Visitor Centre managers

Title	Resolving mud issue	Timeframe	Med
Status	Live	Dates	Ongoing
Lead	Watchet Harbour Marina	Themes	Experience / Visitor numbers
Description and background			
<p>Since it was built in 2000 the Marina has suffered with problems with mud in the marina, this situation has come to a head in the past couple of years and a plan is now being developed with a Working Group considering solutions and options for long-term resolution of the issue. Resolving this problem is integral to the success of Watchet, especially the development of the Marina to create a viable operation in the town.</p>			
Cost	Unknown		
Funding Sources	CCF, LA, EU	Funding Status	To be applied for
Short term actions		Medium term actions	
Research to clarify source of problem		Costing of preferred solutions	
Analysis of potential solutions		Funding applications	
Partners	Watchet Boat Owners, WSC, OC, Harbour Advisory Group	Resources	Volunteer time for Working Group

Title	East Quay development	Timeframe	Med
Status	Planning	Dates	Planning 2016, Build 2017/18
Lead	OC	Themes	Skills and employment/Visitor Numbers/Duration/Experience
Description and background			
<p>An ambitious project to regenerate the East Quay area of the town which has been underused for 15 years. Various development opportunities over the years have failed and in 2014 OC undertook comprehensive consultation work in the town which resulted in a scheme for the site. The project will include a main Foundry building with workshops and studio space, a communal maker space and restaurant. The café, courtyards and viewing platforms entwine public space with work space which will see activity such as events, performance, music and community. The new Contain Art building will see a much larger purpose built double-height gallery, additional studio space in containers and a creative loft space. The 'vertical pier' will give an exception look out point to experience the wonderful views of the channel, Exmoor and the Quantocks with self-catering accommodation pods. The project will also include enhanced Marina facilities including upgraded showers, toilets and laundry facilities plus the retention of car parking and boat yard space. The development is about job creation and support, development of industry and social enterprise, creating a space to celebrate and build upon the history of making in Watchet.</p>			
Cost	£3m		
Funding Sources	CCF, ACE, Private philanthropy, Social investment	Funding Status	To apply for
Short term actions		Medium term actions	
Confirm area allocated to project		Planning application	
Invoke 3 year option		Full funding	
Secure funding for development phase		Tender process	
Reach agreement with Marina on operations and scope			
Partners	CCT, WSC	Resources	Significant volunteer hours from OC directors

Title	Distribution network	Timeframe	Med
Status	Planning	Dates	Autumn 2016
Lead	CCT/VC	Themes	Visitor Numbers / Co-ordinated approach
Description and background			
<p>To create a Watchet (and possibly West Somerset) tourism timebank portal. Local participants will exchange time and resources through a formal mechanism to make the most of the Watchet offering. This will initially facilitate the delivery of leaflets across the region, where individuals from some 10 organisations in Watchet currently travel separately around the county to deliver leaflets this will be co-ordinated through the Visitor Centre using the timebank portal to log hours.</p>			
Cost	£8k		
Funding Sources	ESIF	Funding Status	Pending
Short term actions		Medium term actions	
Pilot distribution network opportunities in the 2016 season via OC and Visitor Centre		Promotion of offer to encourage participation	
Tender brief for portal design			
Partners	Watchet attractions and events	Resources	Volunteer logged time

Title	Community Centre	Timeframe	Med/Long
Status	Concept	Dates	2017/18
Lead	OC	Themes	Community
Description and background			
<p>From Onion Collective's consultation a clear outcome was a Community Centre. This project is at concept stage only but could include large community hall, kitchen, youth club, gym area, community bakery/café, soft play and children's activities as well as outside space for functions. Possible locations include the site of the current Youth Centre on the Memorial Ground which requires significant refurbishment. Options for community build are also being explored.</p>			
Cost	£2-3m		
Funding Sources	CIM Round 2	Funding Status	To be applied for
Short term actions		Medium term actions	
		Further consultation and discussions with key stakeholders	
		Exploration of possible sites	
		Funding research and applications	
Partners	WTC, Memorial Ground committee, CCT	Resources	Volunteer time to explore planning stages

Title	Coastal Pathways	Timeframe	Long
Status	Concept	Dates	2020
Lead	OC	Themes	Experience / Duration
Description and background			
An ambitious project to install significant walkway interventions to create better access to the beaches in Watchet, making a feature of the pathways and creating an attraction in their own right, a reason for people to visit Watchet as well as enabling access to our amazing coastline.			
Cost	£5m +		
Funding Sources	EU	Funding Status	Planning
Short term actions		Medium term actions	
Explore options for pathways		Source funding	
		Planning permission and detailed consultation	
		Partnership development	
Partners	CCT	Resources	OC volunteer time



14. Performance measures

An important part of the work of the CCT will be the development of a formal Evaluation and Monitoring Framework that identifies SMART outcomes against which progress will be measured.

Key monitoring tools will include: visitor survey, residents survey, digital engagement, stakeholder engagement, entry and sales data, and management reporting/accounts.

These indicators will be adjusted and reviewed regularly and in reflection of early monitoring processes and to complement the HTAP survey data as it becomes available but measureable outcomes anticipated to include:

Tourism indicators

- Visitor numbers of 70,000 in year one to the Visitor Centre (Entry data)
- Visitor numbers of 30,000 in year one to the Boat Museum (Entry data)
- Maintain visitor numbers to Watchet in the 2016 and 2017 seasons (Visitor survey, HTAP survey data)
- Increase day visits by 9% in the period 2018-2020 (Visitor survey, HTAP survey data)
- Increase in web traffic to Watchet's tourism websites by 20% by 2018 (digital analytics)
- Increase visitor spend by 2% per annum in the period 2016-2020 (Visitor survey, HTAP survey data)
- Achieve and maintain a 95% satisfaction rate for visitors to Watchet (Visitor survey, HTAP survey data)

Community indicators

- Recruit and train 20 new volunteers to the Visitor Centre and Boat Museum by 2017 (Management reporting)
- Engage at least 10 community-based organisations in delivery of services by the end of 2017 (Stakeholder engagement, CCT reporting)

- Achieve and maintain a 95% satisfaction rate for residents of Watchet (Residents survey)
- Enterprise indicators
- Establish a dedicated and resourced approach to marketing by end of 2016 (CCT reporting)
- Create 5 new direct jobs as a result of the CCT plan by 2018 (CCT reporting)
- Safeguard 20 jobs and create 10 indirect jobs related to additional visitors and spend
- Visitor Centre Open daily during main season (Easter to September) and at least four days a week during low season (Entry data)

Culture/heritage indicators

- Improve engagement with the Boat Museum by local residents by 20 percent by the end of 2017 (data entry, residents survey)
- Establish Watchet's maritime heritage or culture as one of four key 'identifiers' recognized by at least 60 percent of visitors and residents by end of 2018 (visitor survey, residents survey)
- Create cultural QR/sculptural trail by 2017 (CCT reporting)

Environment indicators

- Ensure highest standards of design in all architectural and landscape works (Management reporting, residents survey)
- Ensure highest standards of accessibility in all architectural and landscape works (Management reporting, residents survey).

15. Barriers

There are two main barriers to delivery of the Plan namely securing funding and capacity.

In terms of funding there is always a risk that projects will not secure funding after significant input and particular elements of the plan are certainly harder to fund than others. Some require very significant levels of funding which is unlikely to come from one funding sources and the challenge of creating an effective funding mix should not be underestimated. That said, the team have wide ranging experience of securing funding and indeed via Onion Collective and CCT partners more than £500,000 of funding has been secured for Watchet projects in 2015. The portfolio of projects is designed to provide a mix and match approach so that the most can be made of funding opportunities as they arise, without needing to 'change' projects or try to fit projects to funding pots.

In terms of capacity for securing funding and delivery of the projects there are also challenges. Most members of the CCT are busy in other roles and have limited time to commit to wider CCT projects. Capacity issues will need to be reassessed as we move through the next year or two of delivery and solutions sought if this becomes a significant barrier to success. However, currently all members of the Team are contributing via working groups at a level which is manageable and good progress is being made. Where possible Onion Collective facilitate activity and take on responsibilities but it is hoped that over time this moves more to the CCT itself as the group becomes a formal organisation.

Other barriers to projects include ownership negotiations, time limitations, suitable venues for delivery and sometimes even the weather!



16. Economic value

The extent of the economic impact that actions contained in this plan are anticipated to have is determined by a number of factors. The baseline year for all data calculations is 2014. A substantial impact equating to negative 10% is anticipated (final data not yet available) as a consequence of the impact of the Hinkley C development on the town's visitor numbers, and related spend. In 2016 although this impact begins to be mitigated by the opening of the Visitor Centre and refurbished Boat Museum, amongst other ac-

tivities, the substantial negative impact of the closure of the Paper Mill at the end of 2015 has the effect in the numbers of negating and compounding the impact of Hinkley. Over time, the activities put in place begin the process of recovering as more visitors are attracted, spending more money (with related jobs growth) and as new developments and interventions come on board that directly create new jobs. For example, the opening of the East Quay development (impact here from 2019 onwards) makes a marked differ-

A snapshot of economic value created by this action plan, 2015.

Year		2015	2020	2025
Visitors impact	Day visitors	248,000	356,000	429,000
	Overnight visitors	8,200	11,800	14,200
	Additional day visitors v. year earlier	-27,500	32,400	20,400
	Additional night visitors v. year earlier	-910	1,070	680
Spend impact	Total visitor extra spend v. year earlier	£672,000	£894,000	£638,000
	Total extra spend	£874,000	£1,162,000	£830,000
	Cumulative spend impact	£874,000	£2,845,000	£5,656,000
Jobs impact	Jobs supported by extra visitors	-18	21	13
	Extra jobs related to multiplier	-6	7	4
	Direct jobs created	0	0	20
	Total jobs impact	-24	28	38
	Cumulative jobs impact	-24	37	119
Wages impact	Total additional wages	£356,000	£419,000	£564,000
Savings impact	Total savings to govt agencies	£186,000	£247,000	£439,000

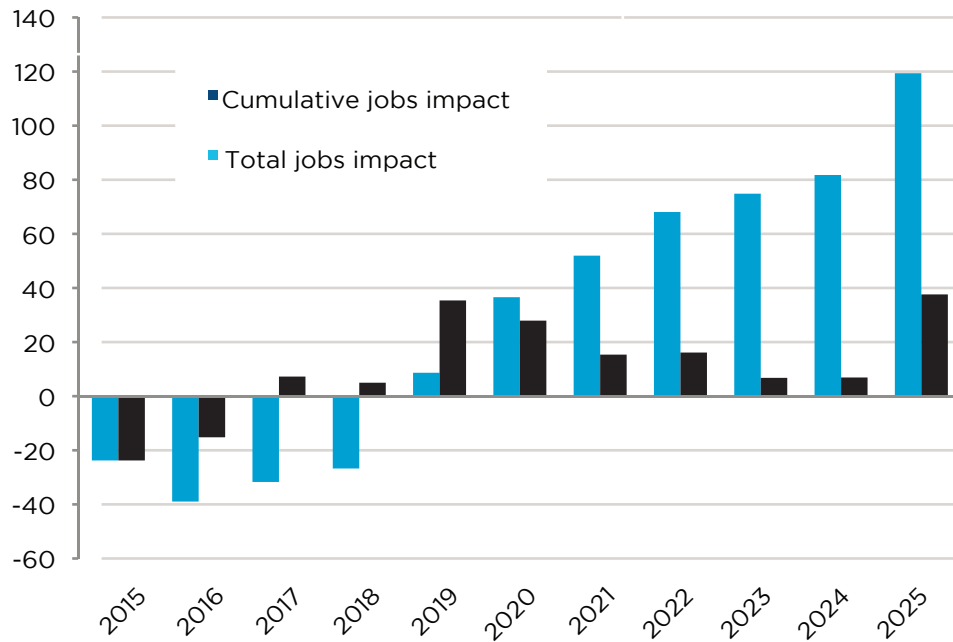
Data sources: Visitor numbers sourced from WSC; spend £ values, and jobs created by £ and methodology EKOS consulting, inflation of 2.5% p/a assumed; wage impacts based on £15,000 p/a; government agency impacts based on GLG Unit Cost database and English Partnerships Densities Guide.

ence. By 2020 the net benefit is some 37 jobs up on the 2015 position, rising to 119 by 2025, assuming the successful development of the Paper Mill site, with a focus on economic regeneration over housing.

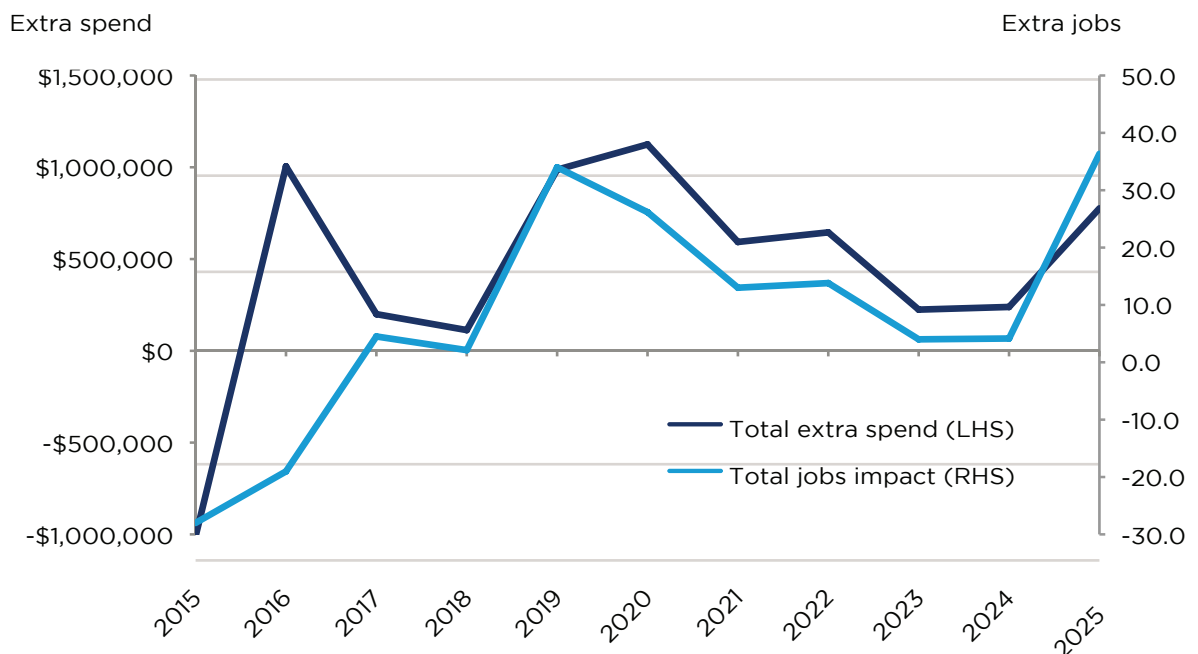
£5.7 million (cumulative not p/a). By 2025 more than £0.5 million in extra wages will have accrued to local workers and government agencies will have saved close to the same amount in social and welfare costs.

By 2020 the cumulative impact from additional visitors (at 368,000 p/a) amounts to an addition £2.8 million in the local economy; by 2025 this number rises to

Economic impact on employment in Watchet, 2015-2025



Additional spend and employment contribution in Watchet, 2015-2025



17. Maximising resources and minimising costs

The Plan is predicated upon making best use of the resources we have by working together in a strategic and informed way. Evidence of this approach working well can already be seen in the new Boat Museum and Visitor Centre where co-location will mean cost savings and improved services for the three parties as well as providing services for the community which enable much more benefit than the sum of their parts. The Visitor Centre will become a central hub for visitors and locals alike, it will be the place to come to find answers and communicate effectively with several organisations. Indeed the organisations themselves will be able to communicate more effectively being in the same building and this brings strong connections between Watchet Town Council, Onion Collective, Visitor Centre staff and CCT members.

The Plan also has numerous elements investing in best use of technology to bring benefits and maximise resources. A relatively simple project to install free WIFI in the down town area of Watchet will have significant benefits for visitors, connecting them easily with a new website, enabling QR trail, providing a source of contact for the e-newsletter and other strategic tourism aims as well as saving money for businesses in the town who will be able to use the free WIFI for their customers instead of providing their own. The plans for the website will also maximise resources, removing the need for the 3 different tourism related websites in the town and bringing the information together in a modern and fit-for-purpose site which reflects the branding and theming of the town.

The Tourism Time Bank distribution portal is an innovative and exciting use of the technology to bring people together, enable better collaboration and networking as well as providing an affordable, efficient and effective means of promoting our town.

The plans for the East Quay focus very much on bringing businesses together, enable new start ups with peer support and enabling development and growth of small businesses supported by a clear network and Onion Collective's knowledge of development and social enterprise.

The collaborative element of the work outlined in the Plan is the most important and it is this which will give us success. By working together, reducing duplication, not competing for funding, identifying appropriate knowledge and expertise in the town and by working together the CCT will maximise the benefits to Watchet in a real and meaningful way. Watchet's CCT is very fortunate in that it is made up of individuals representing organisations but who are able to leave their vested interest at the door and work together in a truly collaborative, supportive and exciting way to make the future of Watchet stronger.

18. Consultation

In April to June 2014 Onion Collective undertook a comprehensive process of consultation across the community of Watchet and West Somerset that sought to explore the collective ambitions of the townsfolk for the future of their town and to understand their ideas and aspirations. Many of the projects in this Plan are born from the consultation with others developing over the past year via the Tourism Group which became the CCT. The consultation reached around 500 people, included 10 workshops, hardcopy and on-line questionnaires, visitor comment cards, drop in sessions, youtube videos, market stalls and school fete stands and made full use of social media.

In Watchet we believe that true regeneration is only possible when it is led by local people. In this way the Watchet and indeed the West Somerset community can feel ownership of the projects and are more likely to become involved and feel that the development is theirs, thereby utilising the benefits and in turn helping to ensure its success. Full details of the Onion Collective consultation process can be found on their website - www.onioncollective.co.uk. From this process a number of community objectives were distilled: these are listed in section 9 above.

The Onion Collective consultation work was designed to refresh, reflect and build upon Watchet's Community plan. Watchet 2025 was drawn up in 2009 following extensive research and consultation. The Plan identifies five key themes: improving prosperity; the built & natural environment; a safe, strong & inclusive community; culture and well-being and becoming a low-energy community.

As a result of this Onion Collective drew up a Watchet Tourism Strategy Framework which has been presented at Watchet Town Council's Tourism and

Leisure Committee and which has led to the creation of a Watchet Tourism Group now Watchet Coastal Community Team with wide representation and which has adopted the Framework as an initial way forward. The focus of the work is around four key themes and is set out in the table on the following page:

1) Increased visitor numbers: Watchet is a South West visitor destination; West Somerset residents regularly visit Watchet.

2) Increased duration of stay: Day visitors stay for at least four hours.

3) Co-ordinated approach: Tourism organisations and businesses work together to improve tourism offer around a shared identity.

4) Valuable data: Appropriate data is collected and can be used as a benchmark to measure success.

Activities highlighted are those being carried out by the Coastal Community Team via the grant funding received in 2015.

In addition to the consultation outlined above, refresh consultation interviews were held with 10 key partners namely:

1. Onion Collective
2. Contains Art
3. Watchet Conservation Society
4. Theatre Melange
5. Steam Coast Trail
6. Watchet Marina
7. West Somerset Railway
8. Market House Museum
9. West Somerset Council
10. Watchet Summertime

This informed their continued commitment to the regeneration of Watchet via the CCT and informed details of individual and collective projects which will be co-

ordinated through this Plan and the CCT.

Ongoing consultation and feedback will be carried out with both the local community and visitors in 2016. It is important that we understand the impact that the

work we are doing is having on both visitors to the area and our local community. We will always be open to suggestions and ideas and support the community to work together to improve the fortunes of Watchet.

Aim: A strategic approach to tourism in Watchet			
Objectives			
Increased visitor numbers	Increased duration of stay	Co-ordinated approach	Valuable data
Outcomes:			
Watchet is a SW Visitor destination	Day visitors stay for at least four hours	Tourism organisations and businesses work together to improve tourism offer around a shared identity	Appropriate data is collected and can be used as a benchmark to measure success
West Somerset residents regularly visit Watchet			
Projects			
New events - regular	Visitor Centre - Transport Heritage Hub + directional info	Welcome to town / Cross area	Data collection on visitor numbers for benchmarking
WSR stronger link		Watchet Tourism Group	
Activity/themed breaks	Interactive family experiences	Quality of visitor experience	Data collection on visitor stay ie type and duration
	Trails and walking tours - review and refresh	Signage/wayfinding	Data collection on visitor experience
Explore different options for markets ie Xmas (2 weeks) / Antiques/flea market	Link with Natural England ref Coast path extension	Shops project - appearance, opening hours, shoppers guide	Data collection on visitor numbers for special events to measure impact ie Watchet Live
	Improve flow around the town	Free wifi hotspots	
Shoulder months strategy	Signage review	Community 'tidy'	Analysis of Google analytics from various Watchet sites
WS Coastal towns identity - Other TICs	QR codes trail with Theatre Melange	Training needs assessment	Car parking strategy/consultation
PR & Marketing			
New Watchet literature - SW target	Theming of attractions and activities: Geology & Coast / Maritime & Industrial heritage / Art and Culture / Families	Marketing 'vision' for Watchet - co-ordinated review	
Social media strategy - West Somerset		Co-ordinated literature & website review	
Regional & National Tourism fairs - West Som	Internal Watchet distribution of materials	e-newsletter - West Somerset	
Promo film - external	Checklist of activities with timings	Electronic versions of literature inc. existing	
External literature and website review and re-message	Stories of Watchet - illustrated book	Distribution Network - West Somerset	
Niche markets ie walkers / fossil hunters / creatives	Promo film - internal		
Coach parties			

19. Communication with partners

The majority of relevant partners have representation on Watchet's CCT and report back to their own organisations, and vice versa report in to the CCT where appropriate. Local authority partners certainly at Town Council and District Council are also informed more formally of progress and this Plan will be submitted through the Town and District Council's democratic process for approval and comment. We are dedicated to working with our partners and building stronger and better partnerships.

For higher level communication with CCA and DCLG the CCA website provides a great resources for this. We will also send in press releases to record our successes and provide updates when appropriate progress is made.

Internally we communicate through traditional means of meeting minutes and email communication but we also have an online Trello board for the Team where all team members can update progress on actions and activity between meetings ensuring that everyone is kept informed and engaged.

20. Communication with the community

Communication with the Community is again via CCT members themselves reporting back to their relevant groups. Team members have strong personal, and social media presence in the town which is utilised to ensure widespread awareness and feed-in opportunities from the community. There is regular use of newsletter, social media and traditional media channels to keep the community and stakeholders involved and informed. Information will be available on relevant websites including Onion Collective, WSC and Watchet Town Council as well as via Twitter and Facebook.

The events and activities delivered via the Team will also provide an important means of communication with the community able to see first hand and get involved in the work the Team is doing. Ongoing consultation will also support engagement and the Visitor Centre when open will provide a one stop shop for all information about the activities that the Team are undertaking in Watchet.



21. CCT logistics

Team management

The Team has elected a Chair, Peter Murphy and Vice-Chair, John Richards who co-ordinate with Onion Collective, who provide secretarial and organisational support. The Team meets on a monthly basis and will continue to do so.

The Team works alongside Onion Collective and the work they are doing particularly focused on the Visitor Centre. Some projects will continue to be delivered independently of the Team by Onion Collective and other project have the CCT itself as the lead partner.

The Team represents all relevant tourism and retail organisations in Watchet and thus the local community. The individuals representing the organizations are key Community Leaders.

Support structure

The Team is supported via Onion Collective who facilitate the Team and much of the activity including funding bids. There is additional funding expertise from other individuals who feed into the work of the Team as well as significant hands on activity from Team members. Watchet is a small and supportive community and others with relevant expertise and knowledge are invited to help as and when required. There is also support from West Somerset Council officers who attend the meetings from Economic Development and Tourism teams as well as support from others such as the Somerset Museums Officer.

Running costs

There are very limited running costs for CCT consisting solely of venue hire and refreshments. These are currently and will continue to be covered by Onion Collective who also facilitate the secretarial and co-ordination roles within the Team.

Sustainability

The intention is that the team will run long term. The focus and sense of collaborative working that we have achieved in the few short months we have been operational has already provided significant benefits and so the team will run as long as the representative members feel it is valuable.

The effectiveness as well as Aims and Objectives of the Team will be reviewed annually in order to ensure that the Team stays on track.

The current intention is that the Team itself will deliver and take responsibility for projects although the legal form of the Team is yet to be determined.

Areas of specific interest

Watchet CCT is particularly interested in Working Groups or networks relating to; arts, tourism, heritage, marketing, housing and maritime.

January 2016

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