



Minehead Plan : Inspiring People & Place
Final Report : September 2021





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Contents

1. Introduction & Context.....	1
2. Building on our Success.....	2
3. Minehead Challenges.....	5
4. Celebrating the Positives.....	7
5. Inspiring People & Place.....	8
6. Local Regional National Priorities.....	11
7. Co-ordinated Delivery.....	13
8. Action Plan	15
9. Acknowledgements.....	22

Appendix A – Minehead Coast and Development Trust

Appendix B - Enterprising Esplanade Remaining Project Funds

MINEHEAD



1. Introduction & Context

Minehead is a popular and lively seaside town on the west Somerset coast of the Bristol Channel and situated on the edge of Exmoor National Park. It benefits from stunning natural assets from the sweep of the beautiful open Bay, the mile-long sandy beach and historic harbour area, allied with easy access to the open countryside and moor. Renown for the long established Butlins holiday resort, Minehead offers so much more, including West Somerset Railway (the longest heritage railway in England) and the start of the 630-mile, South-West coast path.

Minehead is also a well-loved and thriving community. It is the main settlement in West Somerset with a population of almost 14,000 people and a relatively self-contained local employment base of some 5,425 employee jobs it acts as an important service hub to the surrounding rural area and adjacent coastal settlements.

This document presents a fresh vision and strategy to direct the future of Minehead. It has been prepared by PER Consulting on behalf of Minehead and Coast Development Trust (see Appendix A for details), working in close partnership with Minehead Town Council, Minehead Business Improvement District, Somerset West and Taunton District Council and Somerset County Council.

The **Minehead Plan: Inspiring People & Place** takes a holistic view of the challenges facing Minehead now and in the future. It provides a fresh perspective on the way forward, to help enhance and grow the economic and social wellbeing of the town. Realisation of the Plan will demand continued commitment to partnership working from all those dedicated to the success of Minehead, presenting a consistent and unified voice for the benefit of Minehead.



Source: Map Data © Google 2021



Photo by Maxine Garner: Minehead from St Michael's Tower



2. Building on our Success

This Plan for People & Place builds on successful delivery of the previous Coastal Communities Economic Plan prepared in 2016 which has stood Minehead in good stead over the past five years of delivery. Many of the ambitions set out in 2016 have been realised, most notably including:

- **Establishment of a Business Improvement District in 2018**
- **Place branding and visitor destination website**
- **Hospitality & Tourism Academy Centre of Excellence - West Coast 360**
- **Minehead Community Radio**
- **Progress with Minehead Old Hospital as a central hub**
- **Major seafront events – e.g. Thundercats 2019**
- **Artisan Harbour Markets – 2018-2019**
- **Enterprising the Esplanade – a host of interventions and activities to enliven the public space including the open-air art gallery, seafront interpretation/heritage trail – Minehead Maritime Mile, refurbishment of Edwardian shelters, children’s play areas and deck-chair pilot.**

Over £800,000 of public investment has been secured for Minehead from a variety of sources including Coastal Communities Fund, Hinkley C Community Impact Mitigation Fund and European Leader funding. A further £900,000 was raised by Minehead Town Council for the development of the new Community Centre at the recreation ground including improvement to the tennis courts, multi-use play area and new adult outdoor gym.



Hospitality & Tourism Academy Centre of Excellence West Coast 360

Provides employment information and support in relation to training to local schools, jobseekers (future workforce), employees (current workforce) and businesses focussed on tourism and hospitality.

Comprising a partnership between local business, training providers and Somerset West and Taunton District Council, there is a strong belief that developing a highly skilled, productive and efficient workforce we are more likely to see visitors returning to the area and recommend West Somerset as a place to visit.

Key programmes delivered include:

Local Ambassador Programme an online training course to improve local knowledge and customer service skills; equipping people to act as advocates for the area, thus improving the visitor experience.

Apprenticeships & Skills Advice working closely with Skill Up West Somerset, supporting business with recruitment and skills gaps, and helping individuals progress in their career or make the first steps in gaining or returning to employment.



Photo Courtesy of Minehead Town Council: Minehead Community Centre

West Somerset Opportunity Area

West Somerset area was identified by central government as the community which is the least socially mobile out of 324 area nationally. As a result, the area has received over £6m to invest in improving social mobility and future life chances for everyone.

The vision for West Somerset is to create a culture where all children have the best opportunities to learn, achieve and gain worthwhile progressive employment. The ambition is to change attitudes to learning within families, achieve a shift in how education is viewed in the area and to create enduring bonds between business, enterprise, and education. Truly working together with local and national stakeholders around a shared vision, can make a difference.

The programme has been running since 2017 and continue to September 2022 with four key priorities:

- *Early Years*
- *Excellence in the Classroom*
- *Transition to Adulthood*
- *Workplace Skills*

As the programme enters its final year of operation, the Department for Education is seeking to create a legacy plan which will sustain the improvements achieved going forward. The West Somerset Opportunity Area is, therefore embarking on an extensive consultation process with education providers, community organisations and business representatives to inform the legacy programme and future priorities for sustainable improvement.

Skill Up West Somerset

Skill Up West Somerset is a not for profit, independent and impartial support service for West Somerset funded by the West Somerset Opportunity Area.

Many people are using current times to think about their businesses, their career and where they are going. For individuals, accessing training can open new opportunities and fulfilment. For businesses, upskilling staff and recruiting new apprentices and trainees will help them achieve strategic goals.

Skill Up West Somerset is an essential service that is bringing together and benefitting businesses, training providers, local government, and individuals to help people progress their careers and enable companies increase productivity and achieve sustainable growth.

Skill Up West Somerset provide free advice and support to help people and business obtain their training needs. They also help businesses explore what funding is available to enable them to take on apprentices and upskill existing staff. They embed with local communities, raise awareness of training opportunities, and show the benefits of acquiring new skills. Their advice is impartial, free, and delivered by sector experts.

Skill Up West Somerset's online portal and social media platforms provide information, advice, useful contacts, and a means by which business and individuals can communicate with the team. Online engagement also means businesses can get help from Apprenticeship and Skills Advisors. Individuals in the community are also supported by an Employment and Careers Coach

Minehead Plan: Inspiring People & Place Final Report September 2021

The past 15 months or so, since the first total lock-down across the UK, has been challenging for Minehead, given its focus on tourism. The town is again beginning to flourish as the economy slowly opens and people are encouraged to holiday at home which will be of huge benefit to Minehead in the short-term whilst we prepare for a stronger, longer-term future.

Fortunately, Minehead town centre was not overly dependent on the large national retailers where the combined effect of Covid and wider structural changes in the retail environment has decimated occupancy levels in other towns. Town centre vacancy rates have remained below the rising national average (UK=13% 2021) but currently at around 10% are still much higher than five years ago.



Minehead Town Centre – The Parade in Bloom

Minehead BID

The Minehead Business Improvement District (BID) covers the town centre (the retail heart), the seafront, the harbour and some out of town retail and tourism organisations on the approaches to the town centre.

The key objective of the BID is to raise the profile of Minehead as a destination for both retail and tourism, in turn to diversify and increase the footfall, spend and viability of the town for all.

Key activities delivered by the BID include:

- Minehead Gift Card
- Retail Mentoring & Training support
- [Minehead Visitor Guide](#)
- Events & Promotions
- Town Centre Recovery – Re-opening Safely

mineheadbid





3. Minehead Challenges

Analysis of Minehead’s social and economic context identifies the critical future challenges which distil into four broad themes:

- **Demographic Challenge**
- **Economic Challenge**
- **Disadvantaged Families Challenge**
- **Infrastructure & Climate Change Challenge**

Further details on the evidence base informing the Challenges are set out in the accompanying Social & Economic Baseline Report.

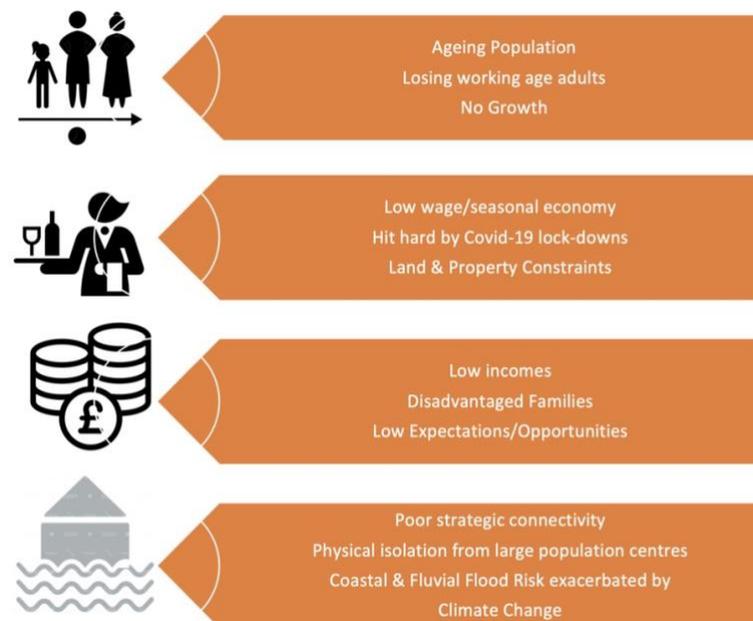
The town’s main economic function is as a seaside resort. The latest available local data shows that in 2016, the town attracted 495,000 staying visitors and 866,000-day visits, generating an estimated £110 million of economic value. Almost 90% of all staying visits are linked to Butlins.

The local economy has been relatively stable up to 2019, with nearly half of the 5,000 local jobs operating in tourism and related sectors, including hospitality, leisure, recreation, and retail.

Minehead’s major strength as a seaside resort is also its central weakness. There are limited alternative economic opportunities for residents looking to work in other sectors. This challenge is compounded by Minehead’s geography and infrastructure. It is relatively isolated with limited public transport providing a serious challenge for resident’s access to wider education and employment.

As a result, working age residents are leaving, housing is unaffordable relative to local wages, and there are severe challenges around social mobility for disadvantaged residents.

Indeed, the West Somerset area has the highest proportion of its population earning below the living wage and the highest proportion of “key workers” in the population.



The consequences of climate change also have major implications for Minehead which is exposed to the combined impact of both coastal, fluvial, and pluvial (surface water) flood risk which could have a catastrophic impact on the town and generally restricts employment and housing land supply.

These issues were echoed strongly in the local stakeholder conversations and community survey. The priority concerns for residents of Minehead were:

- **Concentration of low paid and seasonal jobs**
- **Poor public transport**
- **Over-reliance on tourism for employment**
- **Loss of young working age residents**

Other important issues included concerns over the range and quality of shops and services and a lack of leisure and entertainment facilities – especially for young people. Numerous references have also been made to the need for local swimming pool, which was identified in the previous Coastal Community Plan but has not progressed further.

Local environmental priorities highlighted the following issues:

- **Improve walking and cycling routes**
- **Waste reduction & recycling**
- **Tackling flood risk**
- **Keep money local through a circular economy**

From a business perspective, the fundamental concerns identified include:

- **Recovery from Covid**
- **Changes in Consumer behaviour**
- **Location and lack of connectivity**
- **Skills in the workforce**



These largely reflect comments from town centre businesses which have been hardest hit across the UK. Indeed, long-term structural changes in retail and hospitality sectors will fundamentally change consumer relationships and demands on our town centres which will need to evolve and diversify in future.

Minehead is responding positively in preparing for reopening with combined efforts of the BID, the District, Town and County Councils enabling social distancing for people to move safely within the town centre. The Emergency Town Centre Recovery Fund is also helping with focused training and mentoring support to local businesses to build back stronger with additional support provided from the Welcome Back Fund.

Plastic Free Minehead

Minehead was awarded Plastic Free Community status in April 2021 following representation to the national campaign group Surfers against Sewage. This has been a strong community-led initiative working with allied groups, local residents, schools, and businesses on the collective journey toward decreased reliance on single-use plastics. Key achievements include:

- *Signing up 10 Plastic Free Business Champions*
- *Working with local schools on their plastic free journey*
- *Running a series of awareness events and activities*
- *Managing and coordinated beach cleans*

To retain this status, the group must submit an annual report demonstrating continued commitment and involvement of the community.



5. Inspiring People & Place

This Plan for Minehead is designed to Inspire both People and Place and create the conditions for future prosperity and wellbeing. There are four strategic aims, wrapped around the central priority of responding to the global climate challenge as illustrated in the diagram opposite and described below.

The priority aims tackle Minehead's challenges and opportunities identified from the data research and endorsed by the local community and stakeholder consultation. Early actions, which local partners can deliver, are set out later in this report; together with longer term positioning and lobbying propositions where regional and national support is needed.

5.1 Energising our Local Economy

Minehead needs to diversify and widen its local economy, whilst also supporting the bedrock of tourism. Existing businesses need the capacity to meet their potential both in terms of expansion space and access to skilled labour. Further stimulus is needed to demonstrate the potential for new business start-up and success giving young people, especially, tangible employment options and encouragement.

There are opportunities for Minehead to play major part in the green recovery as part of the HotSW LEP's Build Back Better strategy. Opportunities to retain local economic benefit in the area should also be explored through enhanced local supply chains encouraged through stronger business networks.

Local partners in Minehead will need to work closely together to engage local business, promote the potential of the area and facilitate action to help unlock specific barriers to growth.



5.2 Encouraging our Young People

Minehead needs to provide greater opportunity and encouragement for young people to thrive and play their part in the economic and community success of the town.

This builds on the actions of West Coast 360 providing direction towards training and the work of West Somerset Opportunity Area providing direction towards training. The positive engagement with young people through, for example, Minehead Eye, Channel Training, and the YMCA in Minehead, among others, provide clear role models, a stronger voice and identity for young people locally.

Retaining young people in Minehead is intrinsically linked with success in the other strategic ambitions in stimulating the local economy and delivering an exciting sense of place for Minehead with more activities and facilities for young people to enjoy and contribute to. Greater use of digital technology can help broaden local access to training and education without the need to travel every day.



Photo courtesy of John Batt: The Hobby Horse Parade

5.3 Exciting Sense of Place

The town centre and esplanade/beach are essential features of the character and sense of place that is Minehead. Much has been achieved in the last few years through the actions of partners to stimulate activity and integration of the whole area which has inevitably been set back by the impact of Covid. As the economy recovers efforts must be redoubled to elevate the competitive offer of Minehead, reinforce the quality of the built environment to match the natural setting and diversify the town centre offer – especially in terms of entertainment facilities, activities, and events. The exciting plans for the proposed new cinema in the town centre and reopening of the Regal Theatre will be central to Minehead's cultural offer.

There is also real potential to recognise and enhance the contribution of volunteers and community organisations in promoting a sense of place and supporting health and wellbeing of all Minehead residents.



Photo Somerset West and Taunton Council: Start of South West Coast Path

5.4 Excellent Visitor Experience

Minehead combines the merits of being a seaside resort and gateway to Exmoor National Park and should aspire to truly excel at what it does and what it offers. There is need to broaden and diversify the town and the wider area proposition, extending the market appeal beyond the identity with Butlins and being an exciting place with its own distinct character.

Minehead should respond to growing demand for multi-generation family holidays and activity based short breaks, connecting sustainably with Exmoor and the wider coastal area creating a unified identity and market proposition. Minehead could promote itself as a “Walkers are Welcome” town part of the national network of places.

Success in this theme will be further complemented by stimulating an Exciting Sense of Place, including provision of all-weather attractions and facilities.



Courtesy of Somerset West and Taunton Council: The Esplanade Open Air Gallery

5.5 Embracing Biodiversity & Climate Challenge

The implications of climate change are now well rehearsed globally and the UK drive towards net zero carbon by 2050 is built into national and local policy agendas and funding programmes. All Somerset Councils have declared a Climate Emergency and are taking steps to manage and mitigate against climate change locally.

There is real potential for Minehead to take a leading position to adapt and respond to the climate challenge and imbed consideration of carbon reduction and impact on biodiversity and the environment into all strategic ambitions, local actions, and activities.

Opportunities exist to promote sustainable local tourism, build on the town's plastic free status, promote biodiversity, and enhance local walking and cycling connectivity throughout the town and wider area, realising the potential of Minehead's natural capital. There is also economic potential for new business starts and training in new low carbon technology and adaptation of homes and businesses which Minehead can embrace.

Minehead is, however, also at risk from rising sea levels and the combination of river flooding as the drainage outlet from the moors. A concerted, joined-up and collaborative effort is needed to prepare the community and business to adapt and develop resilience to future challenges whilst also investing in local infrastructure improvement and maintenance.



TOWN CENTRE

THE HARBOR

DUNDEE'S RAILWAY

6. Local Regional National Priorities

The Minehead Plan for People & Place sets a clear local agenda for economic recovery and community wellbeing. The issues highlighted matter to the people and businesses of Minehead but also relate strongly to the wider policy agendas of Somerset West & Taunton District Council, Somerset County Council, the Heart of the South West Local Enterprise Partnership and broader national priorities.

The UK Government has identified West Somerset as the least socially mobile area in the country and has received over £6m of local investment through the West Somerset Opportunity Area.

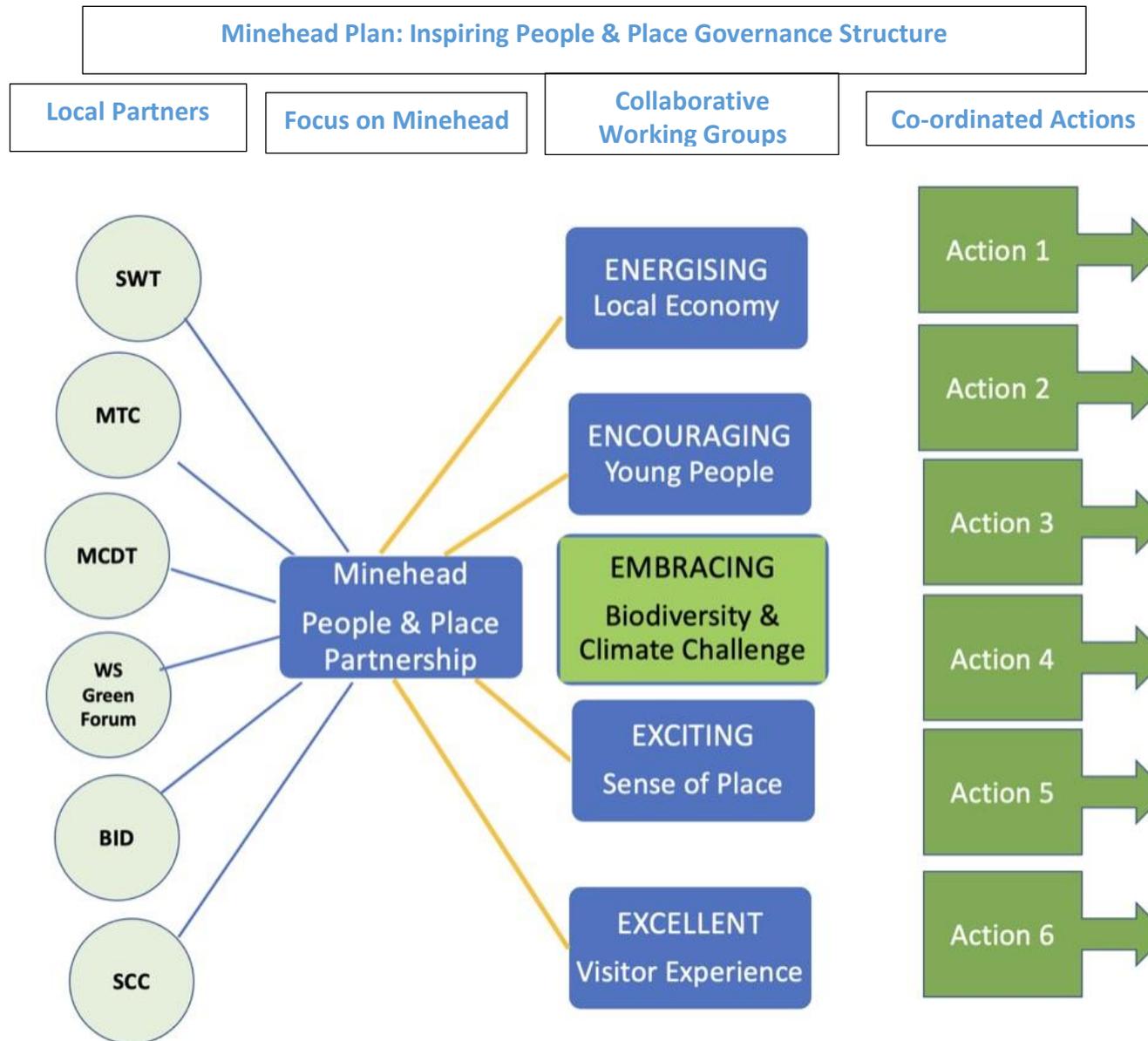
Of further note, and local resonance, is the **Coastal Productivity Plan – Response to Covid-19 – Focussing on Seaside Towns and Coastal Resorts (HotSW LEP 2020)** and the emerging action planning work for the region. The issues and challenges highlighted for Minehead are echoed through the rest of the coastal community and a concerted, joined-up response is essential to tackling some of the more deep-rooted structural challenges arising from physical isolation, poor public transport, lack of investment in strategic infrastructure, coastal erosion and flood risks. The Minehead community is committed to adding its voice in representing the interests of coastal communities and seaside towns with partners and within Government and welcome the identified priorities of:

- Investing in infrastructure
- Establish a Coastal Action Zone
- Recognise the needs of coastal towns in funding programmes
- Digital Business Academy
- Innovation in apprenticeship training for SMEs
- Tourism Zone and digital branding

Local Regional National Strategies

- Tourism Recovery Plan, UK Government 2021
- Tourism Sector Deal, UK Government 2020
- HotSW LEP Future of Towns Report 2021
- HotSW LEP Coastal Productivity Plan, 2020
- HotSW LEP Build Back Better, 2020
- HotSW LEP Local Industrial Strategy. 2019
- Somerset Recovery & Growth Plan, 2020
- Somerset Climate Emergency Strategy 2020
- Somerset West and Taunton Carbon Neutrality and Climate Resilience Action Plan 2020
- Somerset West and Taunton Economic Development Strategy, 2020
- Somerset West and Taunton Corporate Strategy 2019
- West Somerset Local Plan 2016
- West Somerset Opportunity Area 2017-2022
- SWT Draft Design Guide SPD for a zero carbon, healthy, resilient, and distinctive environment, 2021





7. Co-ordinated Delivery

Minehead benefits from a host of locally committed stakeholders, local councillors, and voluntary groups. Sometimes, however, poor communication and a lack of focused attention can distract from otherwise good intentions. Fragmentation of local responsibilities can also result in individual actions from a silo perspective, missing the wider picture and with unintended consequences.

Minehead is a relatively small town and would benefit hugely from strong, multi-faceted, place-centred approach to co-ordinated delivery. This goes beyond just the priorities for people and place contained in this plan but should also embrace focussed attention on management, maintenance and place-shaping delivery that affects the future of Minehead.

Minehead: People & Place Partnership (MPAPP)

A single, community voice for Minehead – People & Place is proposed pulling together key local partners to drive forward the Plan for Minehead as illustrated in the diagram opposite. The core group will take ownership of the strategic ambitions and oversee the co-ordinated delivery of the current and future actions in the interests of Minehead. Key partners include:

- **Minehead and Coast Development Trust**
- **Minehead Town Council**
- **Somerset County Council**
- **Somerset West and Taunton Council**
- **Minehead Business Improvement District**
- **West Somerset Green Forum**

Partnership members should be supported by officer attendance from SWT and Town Council in observer capacity

Other community partners may also be identified who can play a strong strategic role to inspire the people and place of Minehead going forward but will need to be a formally constituted organisation. As the partnership's primary role is to oversee co-ordinated action and delivery against this Plan, the membership should not become too large to make decision making unwieldy. A maximum membership of 6-8 partners is recommended to retain local drive and focus. An independent, possibly private sector chairperson is also recommended to help unite decision making.

Member organisations will, of course, also have their own operational delivery plans which should be seen to complement and add value to the Minehead People & Place Plan. The MPAPP, however, provides a focused vehicle for shared responsibility and discussion to identify local synergies, avoid local duplication of effort and support each other through implementation.

The partnership should also retain flexibility and agility to respond to new funding opportunities as they arise, making collective decisions on priorities, determining who may be best placed to lead in particular areas and focusing on the best outcome for Minehead.

Only one representative from each organisation should sit on MPAPP but with a clear mandate to contribute to collective decisions. Care should also be taken to ensure clarity of the representative role, avoiding where possible divided interests and responsibilities across more than one organisation. Clear, two-way communication with MPAPP and parent organisations is essential for effective partnership working, consensus decision making, transparency and trust to evolve.

Initially, the MPAPP may need to meet monthly to mobilise activity and prepare for future funding opportunities from government. As the action plan becomes more established, MPAPP will take a more strategic coordinating role with quarterly meetings being required.

Collaborative Working Groups – Task & Finish

Wider representation can be drawn into thematic based working groups to take ownership of each priority theme for Minehead and forge further project development and feasibility analysis. Some activities will be explored and tested within the Task & Finish Group to shape projects in more detail whilst others will be clearly defined and ready to take forward. The group, or a smaller project sub-group where appropriate, can then oversee delivery of the defined actions.

These thematic groups would also benefit from interaction and support from specialist technical officers within the District and County Councils and others where appropriate.

Actions & Delivery

The initial priority action plan is set out in the following section. Over £500,000 of planned investment into Minehead has already been identified which will unlock further local potential. Each action has an identified lead organisation responsible for delivery. These should be allied with a nominated project champion from the MPAPP. Named individuals should be identified in this role with clear responsibility for communication and partnership engagement.

Once actions are mobilised there should be a clear project plan and delivery timetable with critical milestones and reporting stages. These should be monitored by either the project sub-group or the Thematic Working group depending on scale of project. Regular progress reports can then be provided to the main partnership meeting to ensure timely delivery and coordination of related or consequent activity. Representatives will also be expected to maintain communication within their own organisations whom they represent in the MPAPP or working group to provide clear feedback on progress and delivery and emerging opportunities.

Clarity of communication and feedback between partners and within organisations will be essential to sustain confidence and trust in working together. All representatives will have personal responsibility to sustain this for the benefit of Minehead.

Resourcing Delivery

Some actions will naturally fall under the direct responsibility of one or other local organisation, either as part of normal duty or clearly within their remit or specialism. Other actions will require specialist advice through external consultancy appointments.

Whilst this plan sets the local priorities for Minehead, this doesn't automatically set Minehead as a priority for others with wider area responsibilities. It does, however, provide the basis for clear engagement and promotion of Minehead with a strong, unified, and collaborative local voice. Where opportunities exist for Minehead to also work on a wider area basis, for example with other coastal communities, this will benefit Minehead and generate wider outcomes important to other strategic partners.

Dedicated Co-ordination Support

With five broad intervention themes, a host of potential project activities, continued partnership engagement and the need for collaborative working identified in the Plan, there is need for dedicated delivery resource. Funding has previously been identified for a part-time co-ordinator to work with the Minehead and Coast Development Trust which could now be aligned to deliver the ambitions of the MPAPP. The new post holder would then provide secretariat support to MPAPP and work closely with the Minehead BID Manager, Town and District Council staff to co-ordinate projects, activities, and events for the benefit of Minehead

8. Action Plan

8.1 ENERGISING the Minehead Economy					
Programme	Objectives	Actions	Cost	Proposed Lead	Timing
Employment Land Feasibility Study	Identify feasible employment land opportunities within Minehead (and wider West Somerset area) and establish actions to unlock delivery.	<ul style="list-style-type: none"> Review and test range of potential sites Identify delivery constraints and actions to resolve barriers Recommend delivery options 	£30k	SWT Major Projects	Apr-Dec 21
Employment Land Actions	Respond to above study/ support delivery.	<ul style="list-style-type: none"> To emerge from the above work 	tbd	SWT Major Projects	Oct 21 – Sep 23
Minehead HUB Flexible workspace	Support business starts Increase networking for small/micro-businesses Encourage business growth and links with planned Taunton Innovation District & Biomanufacturer at Watchet	<ul style="list-style-type: none"> Explore potential public ownership of Old Hospital Review exemplar models of delivery Explore management solutions with SCC / other partners Pilot and test potential box works facility in town centre and/or scope use of space in the Old Hospital. 	tbd	MPAPP to promote	2022-23
Promote Skill Up Apprenticeship & Skills Support for Business	Raise awareness and provide support to local business on apprenticeship and skill. Support local business growth potential, local retention, and employment opportunities.	<ul style="list-style-type: none"> Work with Skill Up West Somerset Promote with local business, networks, and social media 	Existing funding to June 23	Skill UP West Somerset	Sep 21 – June 23
Minehead/ Devon to South Wales Ferry Feasibility	Explore the strategic opportunity for sustainable ferry services across the Channel to widen visitor market and economic potential.	<ul style="list-style-type: none"> Initiate discussion with project partners across Devon/South Wales Scope project brief to explore local potential – market capacity, operator interest, technical facilities/tidal constraints. 	£80k	SWT	Sep – March 2022
Infrastructure Investment	Promote Minehead in context of Coastal Productivity Plan for strategic infrastructure investment addressing digital capacity, education, transport, and renewable energy.	<ul style="list-style-type: none"> Highlight Minehead achievements and challenges with the HotSW LEP Engage in pilot projects/case studies Collaborate with coastal partners 	Staff resource	MPAPP	Sep onward

Key to Lead Organisations

MPAPP	Minehead People and Place Partnership	SWT	Somerset West and Taunton Council	WSCC	West Somerset Community College
MCDT	Minehead and Coast Development Trust	SCC	Somerset County Council	WSR	West Somerset Railway
MTC	Minehead Town Council	BID	Minehead BID	LEP	Local Enterprise Partnership

8.2 ENCOURAGING Young People					
Programme	Objectives	Actions	Cost	Proposed Lead	Timing
Secure Place Based legacy programme to build on West Somerset Opportunity Area	Improve opportunities for young people by working in collaboration with Education providers, community organisations, local businesses, and young people.	<ul style="list-style-type: none"> Stakeholder consultation to review achievements and priorities. Define operational model, partners, and activities. Confirm government legacy funding and implement local place-based model delivery. 	£20k	WSOA	Oct 21 Dec 21 April 22 onwards
Minehead Digital Ed-Hub & Accessible Training Space	Widen local education and adult skills learning through digital access and connectivity	<ul style="list-style-type: none"> Explore potential for Digital Ed-Hub at West Somerset Community College and/or elsewhere in town. Include flexible digital learning space within proposed Minehead Work-Hub. Provide accessible training space for partnership delivery 	tbd	MPAPP with WSCC WSOA SUWS	Oct-Dec
Green Economy Skills Development	Encourage local delivery of new skills for green economy – retrofitting green technology and EV maintenance opportunities	<ul style="list-style-type: none"> Research and scope local demand potential Work with education partners to establish more balanced vocational training locally based to widen local access Promote business networks to raise awareness of local business capacity and local opportunities 	Informal scoping to establish demand	MPAPP (HPC Fund)	Jan – Mar 22 Ongoing
Pre-Construction Employment Course	Provide engineering construction industry training (ECITB) approved construction vocational training	<ul style="list-style-type: none"> Refurbish existing vocational plumbing workshop to provide local training facilities. Work with candidates to form part of Hinkley employment pipeline and self-employment potential. 	£35k	Skills for Nuclear Work	Feb 22
West Coast 360	Continue support and further development of activity to raise local capacity and skill levels.	<ul style="list-style-type: none"> Review the BID programme of town centre retail mentoring to gauge wider lessons and potential to extend to hospitality sector Promote achievements and progress in context of Coastal Productivity Plan Explore scope to enhance and widen the hospitality and tourism academy centre of excellence Explore potential to roll out WC360 offer across the whole District 	Existing Resources	SWT West Coast 360 partners	Ongoing
Community Employment Hubs	Support people to progress towards employment, career progression and training opportunities.	<ul style="list-style-type: none"> Engage with the 6 community hubs in West Somerset, including the Youth Hub at Minehead Eye. 	£170k	SWT	Ongoing

8.2 ENCOURAGING Young People Continued....					
Programme	Objectives	Actions	Cost	Proposed Lead	Timing
Youth mentor and local achievement ambassador	Facilitate local engagement and promotion of achievements to raise ambitions and ensure opportunities for all young people.	<ul style="list-style-type: none"> • Link with existing opportunities and provision in Minehead and the wider area. • Foster local support networks through range of agencies, including those working with young NEETs to help them re-engage. • Consider potential for Minehead Youth Award initiative for community and sporting achievements. 	Existing volunteer resources	MCDT Minehead Eye	From Spring 2022
Community Learning Facilities	Broaden local access to adult/community learning facilities to enhance local economic potential and social wellbeing.	<ul style="list-style-type: none"> • Review Community College campus – facilities use and options • Build on the lessons from West Somerset Opportunity Area – longer terms objectives. • Develop a breadth of vocational provision that meets local needs and has buy-in of the community and businesses. • Explore potential for ancillary facilities – and scope for funding through Shared Prosperity Fund 	Scope of work tbd for potential LUF bid	MPAPP to explore with WSCC	Ongoing

Key to Lead Organisations

MPAPP	Minehead People and Place Partnership	SWT	Somerset West and Taunton Council	WSOA	West Somerset Opportunity Area
MCDT	Minehead and Coast Development Trust	SCC	Somerset County Council	SUWS	Skill Up West Somerset
MTC	Minehead Town Council	BID	Minehead BID		
WSCC	West Somerset Community College	WSR	West Somerset Railway		
ME	Minehead Eye	WW	Wessex Water		
LEP	Local Enterprise Partnership	TIC's	Tourist Information Centres		

8.3 EXCITING Sense of Place					
Programme	Objectives	Actions	Cost	Proposed Lead	Timing
Capture Minehead's Social Capital	Sustain the conversation with community organisations to build local network capacity and facilitate shared ideas.	<ul style="list-style-type: none"> Contact and map social & community organisations/groups across Minehead Identify aims and objectives for each organisation – mapping local synergies Foster collaboration and identify capacity / gaps in provision/inclusion. 	Could be organically driven or use on-line place-based tools	MCDT SPARK Somerset	Oct – Dec
Minehead Place Masterplan	Establish Minehead's place identity and vision for the future.	<ul style="list-style-type: none"> Commission external consultancy team with experience in town vision, place making, urban design, sustainable transport, and commercial delivery. Identify public realm improvements and maintenance plan Active travel plan to establish sustainable access, movement and connectivity within town and wider area. Identify commercial and community development opportunities, providing delivery advice. 	£30-£40k Funding to be identified	tbd	2022
Community & Visitor Facilities Strategy	Co-ordinated review of feasibility and option studies for range of proposals and project ideas. Including for example: Community Swimming Pool Tidal Pool Minehead Pier Skate/Scooter Park	<ul style="list-style-type: none"> Systematic review of proposals and project ideas. Forensic assessment of issues and barriers. Prioritise opportunities against Plan objectives, realistic prospect of delivery, future management/viability and local responsibility. 	Individual Budgets to be identified following initial research	MPAPP Working Group MTC lead Skate Park	Oct - Dec
Encourage investment in local health services	Ensure community health services and facilities maintained to meet local needs	<ul style="list-style-type: none"> Liaise with partners including NHS and Social services Sustain dialogue for continued service investment and improvement in line with local growth and community needs 	Operational resource time	MTC	ongoing

Key to Lead Organisations

MPAPP	Minehead People and Place Partnership	SWT	Somerset West and Taunton Council	WSOA	West Somerset Opportunity Area
MCDT	Minehead and Coast Development Trust	SCC	Somerset County Council	LEP	Local Enterprise Partnership
MTC	Minehead Town Council	BID	Minehead BID	TICs	Tourist Information Centres
WSCC	West Somerset Community College	WSR	West Somerset Railway		
ME	Minehead Eye	WW	Wessex Water		

8.4 EXCELLENT Visitor Experience					
Programme	Objectives	Actions	Cost	Proposed Lead	Timing
Complete Enterprising Esplanade Work	Deliver remaining projects and programmes using ring-fenced funding for seafront specific projects. (See Appendix B)	<ul style="list-style-type: none"> Open air gallery photo competition Install 2 new shelters eastern esplanade Keep seafront clean and tidy Seafront activities, events, concessions, beach games and marketing. Identify specific seafront project aligned to environmental/sustainability outputs. 	£145k	MCDT	Sep 21 Dec 22
West Somerset Railway Track Improvements	Develop business case for improvement to track, signalling and platform access between Taunton and Bishops Lydeard - Minehead	<ul style="list-style-type: none"> Restoring your Railway Funding application Commission technical feasibility study Prepare design proposals subject to study proposals Prepare Business Case for funding and delivery 	£50k	WSR	2022
Pursue Blue Flag Beach Award	Achieve the internationally recognised symbol of excellence in coastal destination management.	<ul style="list-style-type: none"> Prepare critical actions against the 33 Blue Flag criteria Prioritise early wins where action within partner remits Scope further work, establish budget costs and identify partner roles/responsibilities for next stages. 	Tbd from the initial research	BID MCDT	July 21- June 22
Promote “Walkers are Welcome” brand	Join the national network of accredited towns promoting physical and mental health and activity-based tourism.	<ul style="list-style-type: none"> Identify and map key routes and connections (link with the Blue Flag Programme and wider tourism promotion below) Establish waymarking, local maps and leaflets. Confirm footpath maintenance regime and management 	Link with town masterplan	MPAPP working group	Sep 21 Mar 22
West Somerset Coast & Country Tourism – joint promotion.	Strategic approach to sustainable tourism connecting coast and countryside.	<ul style="list-style-type: none"> Establish joint dialogue with adjacent communities and tourism partnerships Promote Minehead as sustainable / eco-destination linked with Exmoor/ Explore opportunity to broker local “packages” bringing local facilities and attractions together with local accommodation 	Within operational plans to initiate proposals	MCDT TIC’s	Jan- March 2022

Key to Lead Organisations

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LEP	Local Enterprise Partnership	TIC’s	Tourist Information Centres		

8.5 EMBRACING Biodiversity & Climate Challenge					
Programme	Objectives	Actions	Cost	Proposed Lead	Timing
Minehead Climate Resilience	Establish clear understanding of the combined flood risk issues from all sources based on detailed modelling and assessment.	<ul style="list-style-type: none"> Co-ordinate joint partner initiative Comprehensive review of flood risk data to establish joint understanding of local risks Engage local community and businesses to inform resilience issues and prospect to manage risk Prepare strategic vision and options for management and mitigation 	£200k Phase 1 Future investment tbd	EA SRA SCC WW SWT	2022
Minehead Ecology Recovery Network	Integrate biodiversity alongside Climate change and resilience proposals to enhance local ecology benefits	<ul style="list-style-type: none"> Coordinate proposals in line with SWT's declared ecological emergency. Explore ecology networks with enhanced walking and cycling corridors 	Tbd	WS Green Forum	Ongoing
Minehead Circular Economy	Encourage sustainable use of local resources – reuse – repair – recycle and reduce waste.	<ul style="list-style-type: none"> Change perceptions from disposable economy and consumption. Encourage whole life-cycle consideration in planning, design, and manufacturing/construction. Consider opportunities for “Library of Things” to be established providing community-based borrowing of tools and equipment. Explore potential “repair café” sharing local skills to maintain and re-use equipment and products. 	Informal engagement and dialogue	MCDT	Ongoing
Minehead Spend Local	Strengthen local supply chain networks and retain community value in local area	<ul style="list-style-type: none"> Encourage project partners to adopt environmental and social contract clauses for all capital expenditure over £100k Promote business networks to raise awareness of local business capacity and local opportunities Promote the Minehead Card to shop locally 	Informal engagement and dialogue	BID MCDT SWT	Ongoing
Community Water Refill	Champion and encourage reduction in single use plastic	<ul style="list-style-type: none"> Work with Wessex Water and their proposals to install community water refill facilities in town to reduce single use water bottles. Promote achievements and progress 	tbd	WW	tbd
Local food production and use.	Increase local food sourcing. Encourage community-based food production including allotments, community orchards etc.	<ul style="list-style-type: none"> Build on the findings from the food producer mapping project underway across SWT and Sedgemoor. Promote local community agriculture / food and farming groups. Enhance weekly farmer's market Work with BID on EAT Minehead food festival. 	Promotional work through existing resources	MPAPP BID	Oct – Dec Oct 21

Minehead Plan: Inspiring People & Place
Final Report September 2021

Key to Lead Organisations

MPAPP Minehead People and Place Partnership
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ME Minehead Eye
LEP Local Enterprise Partnership

SWT Somerset West and Taunton Council
SCC Somerset County Council
BID Minehead BID
WSR West Somerset Railway
WW Wessex Water
TIC's Tourist Information Centres

SWP Somerset Waste Partnership
WSOA West Somerset Opportunity Area



9. Acknowledgements

This plan for Minehead: Inspiring People & Place has been prepared by PER Consulting Ltd, a specialist planning and economic regeneration consultancy on behalf of the Minehead and Coast Development Trust with funding support from Somerset West and Taunton District Council.

The work has been overseen by a project steering group comprising representatives from partner organisations as follows:

- Raymond Tew: Minehead and Coast Development Trust
- Jim Whittaker: Channel Training and Minehead BID
- Dave Jackson: YMCA
- Paul Matcham: Minehead Eye
- Cllr Marcus Kravis: Somerset West and Taunton Council Portfolio Holder (Asset Management and Economic Development)
- Cllr Andrew Hadley: Somerset West and Taunton Council (Minehead Central Ward Member)
- Cllr Paul Bolton: Minehead Town Council (Minehead Mayor)
- Cllr Mandy Chilcott: Somerset County Council (Councillor for Minehead)

The project team is grateful for the time and attention given by the steering group and wider representatives from other organisations and partners throughout the consultation and engagement to formulate the Plan and set the next chapter for Minehead.

The full range of organisations who assisted in the preparation of the plan are set out in the table opposite, with apologies to anyone we have missed.

Organisations Consulted include:

Community

Citizen's Advice West Somerset
Churches Together in Minehead
Minehead Connect CiC
Minehead Men's Shed
U3A
Atwest
RNLI
Minehead Museum
Steam Coast Trail
Clowns
Minehead Community Sports Hall
Minehead Golf Club
LA Dancers
West Somerset Radio
Watchet Connects
Village Agents/Somerset
Community Council
Alcombe Food Cupboard
Homestart
Regal Theatre
WSSC Student Council

Tourism & Business

Minehead Information Centre
Visit Somerset
Exmoor National Park
The Beach Hotel
England Coast Path
Watchet Visitor Centre
West Somerset Railway
Butlins
Minehead BID

Environment

Real food and farming campaign
Somerset Wildlife Trust
Forum 21
Plastic Free Minehead
Surfers against Sewage
West Somerset Together
West Somerset Flood Group
Somerset West and Taunton
Council
Somerset County Council

Skills and Training

Channel Training
Minehead Eye
Young Somerset
West Somerset Community
College
Bridgwater & Taunton Group of
Colleges
YMCA
Somerset Works
Education Business Partnership
Kilve Court
SWT Community Employment
Hubs
West Coast 360
West Somerset Opportunity Area

Appendix A

Minehead Coast and Development Trust

Minehead and Coast Development Trust (MCDT)

Reg. Charity No. 114443 - Company Reg. No. 07322858

Summary

In seeking to establish a robust, well constituted and governed social enterprise to take forward projects in Minehead and along its coastline, Minehead and Coast Development Trust (MCDT) brings together the structure and functions of two previously existing organisations, Minehead Development Trust and Minehead Coastal Community Team.

Context

Minehead Development Trust (MDT) was established in 2008 out of a collaborative project to save the old hospital for community use. It is a registered charity limited by guarantee enabling it to act as an accountable body for professional project delivery. MDT has operated the Minehead Information Centre Ltd (MIC) since May 2012. MIC now operates out of the Beach Hotel Cafe, a shared space partnership with YMCA Dulverton Group and Minehead Museum. This successful pilot project, now in its 6th year, created a heritage hub focused on the historic sea front Beach Hotel and the heritage West Somerset Railway.

Minehead Coastal Community Team (MCCT) was established in 2015 by the local authority in response to government formation of the Coastal Community Fund. Following a successful bid to the first round of the Funding, an economic plan, launched in January 2016, was produced to inform the identification of regeneration projects for the town. Elements of the plan were developed to enhance the seafront area – Minehead’s Enterprising Esplanade, published in March 2016 - to raise the quality of the visitor offer in the town and is in its final delivery phase through Somerset West and Taunton Council (SWT).

MCCT had no constitutional function or legal framework with which to employ personnel or build capacity to bring capital projects to fruition, relying on local authority delivery mechanisms. MDT has the proven legal governance framework and a record of success in bid development and project delivery. However, its capacity needs growing to deliver significantly beyond the function of MIC.

MCDT will continue to bring together the commitment of:

- Local business interests through, among others, the Minehead Chamber of Commerce and Minehead Business Improvement District (BID).
- Representatives from a diverse range of Voluntary & Community Sector groups.
- Elected representatives from the Town, District and County Councils.

Vision

MCDT has a vision of Minehead being a happy, healthy place to live, work and visit - an enterprising, engaging and environmentally positive town.

Mission

Our mission is to encourage and support the delivery of projects and initiatives that improve our community and the visitor experience, enhance services, and build a proud and positive identity for our town and its surrounding area. Through an independent, enduring, and objective presence we plan to foster constructive relationships and enable collaborative, effective development. At the heart of MCDT is a philosophy that maintains focus on outcomes and the quality and integrity of the journey towards them. Investments are sought and managed on a basis that if it's not right for our town, it's not right for us.

Appendix B

Enterprising Esplanade Remaining Project Funds

Enterprising Minehead

Remaining funding of £145k ringfenced against agreed projects from the Business plan submission and available for the seafront as set out below:

Capital/Public Realm

Project	Funds allocated	Project Status and Delivery timeframe
Seafront project not yet identified – <i>to be aligned to environmental/sustainability outputs</i>	£35,000 (ring fenced for capital project)	On hold. To be developed and decided by MCDT board, to be taken forward by MCDT Project Co-ordinator when in post and delivered by 31 st December 2022
New esplanade shelters x2 positioned on pre-prepared shelter bases (<i>Eastern esplanade</i>)	Total £40,000 (remaining £38,900 capital) Some expenditure to date (£1,100)	Status on hold by MCDT. Instruction by MCDT to enable expenditure of the remaining budget by 31 st Dec 2022 to be taken forward by MCDT Project Co-ordinator when in post
Open Air Gallery Photography Competition – competition to refresh gallery artwork	£5,000 (ring fenced allocation)	To be taken forward by MCDT Project Co-ordinator when in post, and delivered by 31 st Dec 2022

Revenue/Place Marketing

Project	Funds allocated	Project Status and Delivery timeframe
Seafront Events, Beach Games and Activities, Concessions and Marketing	£45,000 (ring fenced allocation)	Activity to be taken forward by MCDT Project Co-ordinator when in post by 31 st Dec 2022
Revenue - to keep the Seafront tidy	£20,000 (ring fenced allocation)	Resource for person to tidy the Seafront – MCDT Project Co-ordinator to progress by 31 st Dec 2022

SWT to monitor delivery and expenditure to report to funders. Service Level Agreement to be developed by MCDT and SWT to ensure in line with funding agreements to enable the funding to be transferred to the MCDT.

Activity to be delivered by MCDT co-ordinator when in post.

Funding to be transferred to MCDT and to be spent by 31st Dec 2022 (as per SLA).

