

Wells-next-the-Sea

Destination Management Plan 2018 to 2023

Discussion Draft

Commissioned by Wells Coastal Communities Team, 2017

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Index

Introduction	5
Overview of Wells-next-the-Sea	6
Community and character	
Wells town	
The Quay and Port of Wells	
Children and families	
Attractions	
Wells Beach	
Environment	
Culture and place (arts, events, heritage, foods and traditions)	10
Visitor / resident experience	13
Travel and transport	15
Travelling by car	
Car parks	
Sustainable travel	
Accommodation	20
Food and eating out	23
Restaurants, cafes and pubs	
General provisions	
Image and promotion	24
Strategic context	29
Organisational context	32
Resourcing	37
Summary of aims and conclusion	39
Appendix 1	40
Appendix 2	49

“The charm of Wells lies partly in its ancient houses, wide creek, salt marshes with their sea lavender and glorious sun effects, the peace of the beautiful sands backed by brooding pines, and partly in the impression it conveys that though small it has a real and busy life of its own and does not exist merely to supply the various needs of holiday makers.”

Ward Lock Red Guide to North Norfolk, late 1950s

“We need to ask if tourism is there for the destination or if the destination is there for tourism. Tourism should be irrigating the community, not extracting from it... Good tourism should be making sure there are social, environmental and economic benefits.”

Manda Brookman, Coast (Cornwall pressure group)
The Observer 25 June 2017

INTRODUCTION

From the Red Guide quote opposite it can be seen that Wells-next-the-Sea in 2017 is still recognisably the same Wells of the late 1950s. It is a very attractive and distinctive coastal town, and much-loved. For some decades tourism has been the main focus for economic development. It has grown massively and brought significant benefits to the town.

However at the time of writing three issues stand out: cars, crowds and gentrification. All three present a threat to the particular character of Wells, the quality of experience for both residents and visitors, and the surrounding natural environment.

This five year Destination Management Plan (DMP) discussion paper has been commissioned by Wells Coastal Community Team (Wells CCT) and seeks to “achieve a renewed and more collaborative approach to tackling the challenges that Wells faces in developing greater economic prosperity for the future.”

The plan draws on existing research, interviews with key players, desk-based research, visits to Wells and the results of a specially commissioned survey (survey findings are in italics throughout and the questionnaire and results are appendix 3 and 4). The Plan is intended to be a working document that can be updated annually.

Whilst ideas and concepts are introduced that will be familiar to marketers and tourism specialists, this plan attempts to avoid jargon and specialist language to be accessible to a wide readership.

The aim is to galvanise and empower, and to chart a course for Wells towards the ‘good tourism’ of the second quote opposite, where tourism ‘irrigates’ the community rather than ‘extracting from it’ and brings ‘clear social, environmental and economic benefits’.

Helen Mitchell, November 2017

Working parties

In order to deliver this plan Wells CCT will need to set up (or work closely with existing) working parties for Accommodation; Communications; Travel and Transport; and Visitor Experience, Environment and Public Space (VEEPS). These will be made up of skilled and knowledgeable individuals and representatives of stakeholder organisations – people with the agency, motivation and skills to make things happen. The CCT Board will support, oversee and facilitate their work.

Each working party will draw up and work to deliver simple annual action plans based on this plan. Each will ‘own’ its particular area, monitoring progress and revising or adding new targets as needed. Frequency of meeting and membership will be fluid depending on need and in some cases once key aims have been met working parties may be disbanded (with the potential of future re-activation).

OVERVIEW OF WELLS

Community and character

People value the friendliness, kindness and inclusivity of the people of the town; its sense of community and that it is a place where all ages can enjoy being together.

40% of 'likes', the third biggest response, are for Wells' community.

Wells town

In the 1970s much of Wells was rundown – it was quite a poor town though the port was thriving. There were a few second homeowners and there was a well-established holiday industry that concentrated on the six weeks of the school holidays. Since then the near complete turnaround of the condition of the built environment, including most of the housing stock – most of which is now in very good condition – is due to the growth of tourism and the town's role as a popular retail and leisure centre for this part of Norfolk and for people across the county.

*90% of people agreed or agree strongly with the statement
'Wells is a beautiful and interesting town.'*

- A significant county retail and leisure centre
- High number of small, friendly, independent shops.
- Liked for feeling 'unspoilt' and 'timeless'
- Excellent and distinctive town environment – traditional cottages, Georgian Houses, lanes, yards, greens – most modest in scale; also some attractive contemporary conversions.
- Has 'all that you need'
- A small town that is eminently walk able
- Good range and quality of pubs, restaurants and cafes

The town, its shops and services, Staithe Street and the sense that it is self-contained and complete is the second most chosen 'like' mentioned by 46% of people.

88% agreed with the statement 'The high street in Wells (Staithe Street), with its wide variety of shops is an asset that needs protecting.'

Comments

The fourth most common 'dislike' was over-crowding .In the high season Wells is 'full'. There is also a fear that Wells will be becoming like 'Burnham Market' and losing its social mix and authentic character. Dogs and rubbish are mentioned – but no more than they are in other places.

The Quay and the Port of Wells

Wells has a busy port that is very well managed. It is being imaginatively and proactively developed, in particular in partnership with The Holkham Estate (Holkham), North Norfolk District Council (NNDC) and with the offshore energy supply company based in Wells and nearby Egmere, Statoil.

Wells harbour is the fourth biggest 'like', mentioned by 33% of respondents and enjoyed for its working harbour, fishing industry, diversity of activities, liveliness and interest.

- Large numbers and many different kinds of boats, plus associated animation and interest
- Fishing fleet: eleven commercial crabbers, three angling boats for bass and mackerel.
- Growth in musseling
- Quayside stall (AM Frary Seafoods) selling locally caught shellfish
- Albatros – bar, restaurant, and live music
- Two new pontoons for visitors and the historic fleet
- Many swinging moorings
- Historic boats and lifeboats
- Sailing club
- Wonderful views

...Interpretation, activities and trips

- Gillying – eco-friendly crab fishing kits made available through the Harbour Office
- Brief History of the Port of Wells – small informative sign produced by Harbour Commissioners. Second, tired looking interpretation panel beside the Harbour Office focuses on the Harbour Office and local lifeboats.
- Rescue Wooden Boats sign combines promotion of its Stiffkey visitor centre with info on lifeboat Lucy Lavers
- Fishing industry interpretation at Wells Fishing Shed, East End
- Wells Harbour Tours – daily, on the tide, 1-hour trips to the beach, marsh or sunset.
- Various companies offer sea fishing trips
- Coastal Exploration Company www.coastalexplorationcompany.co.uk trips in traditional clinker built boats
- Kayak Safaris in the harbour and through the marshes

Coming soon

- A maritime interpretation trail is planned to encourage exploration of the quayside, East End and inland areas of the town

89% of respondents agreed with the statement 'Wells' fishing industry and working harbour are vital to the town and need careful development.'

Comments

The quay and harbour are one of Wells greatest assets. However, for part of the year the quayside experience is marred by the busy road, delivery vans, and packed crowds. It's becoming dangerous. A black and white photograph in Wells Library shows the Quayside in the early C20th, packed with people attending a market or fair that is making use of the full width of the site – not a car in sight.

Children and families (mostly off Beach Road at harbour end)

Wells' basic offer is very attractive to families – an inexpensive, traditional family day out: day at the beach, with a walk, picnic, ice cream etc. Most other family activities are focussed around the town end of Beach Road, though the swimming pool is on the southern edge of the town.

- Playground (reasonably equipped but slightly austere) and skate park
- Small arcades
- Playland – indoor adventure play area (age 2-11)
- Tennis and sailing clubs
- Swimming Pool – SportAPEel (Alderman Peel High School)

Attractions and facilities

- Alpaca Trekking (through the town streets and out to the East of Wells)
- North Norfolk Coast Path (Wells is a natural start/finish point) and SportAPEel (gym, pool, badminton, pitches, etc)
- Wells and Walsingham Light Railway
- Recent loss of three attractions: pitch and putt, boating lake and trampoline facility

Wells beach (including the sea wall and miniature railway)

- 2016 voted runaway winner of best beach award in The Times
- Spacious and clean. Accommodates large numbers without feeling crowded
- Sand dunes, pine forest backdrop and working harbour channel
- Iconic beach huts. Most in private ownership, a few for hire – beach-huts.com
- Beach Café, smart Holkham-run café plus retail outlet and free self-service dog cleaning
- Mile-long sea wall between town and beach - a beautiful 'promenade', accessible to all
- Wells Harbour Miniature Railway – Freeman Street Car Park to beach and pine woods

The Beach – its beach huts, dunes, cleanliness, spaciousness and child-friendliness was the most chosen 'like', mentioned by 46% of respondents.

Commentary

There's an urgent need to provide information on parking and the need to travel light as Wells beach nearly always entails a good walk. Advice on beaches with easier vehicular access would be useful.

Environment

- Stunning and distinctive setting in North Norfolk Area of Outstanding Natural Beauty (AONB)
- Unique landscape with distinctive flora fauna and marine life
- Big skies and clean air

Wells location – its landscape, the AONB, views, nature, marshes and East Hills are the fifth most mentioned like, attracting mentions from 29% of respondents.

... organised interpretation and activities

- Good interpretation of fishing near the East Quay
- Lead kayak trips through the salt marshes and Alpaca walks heading East

*86% of people agreed or agree strongly with the statement
'Wells salt marshes and the wild birds there are two of the town's greatest assets.'*

Comments

The area around Wells is popular with walkers, dog walkers and birders. There are excellent, well-marked footpaths and quiet lanes with great views, good places to stop, eat and drink, and a range of landscapes. However, there is a risk of damage to the fragile environment from both dogs and visitors and public education is needed.

Working Parties – Visitor Experience, Environment and Public Spaces (VEEPS), and Communications

Relevant Aims

- To protect and celebrate Wells' unique sense of place
- Raise awareness of the risks facing Wells and increase engagement in their reduction
- Improve the visitor experience
- Increase visitors during the low season
- Encourage small-scale fishing to thrive

Objectives

- Awareness, understanding and engagement with Wells DMP
- Encourage people to meet, sit, talk, enjoy the views and bustle of Wells
- Encourage people to explore less visited areas (East Quay, High Street, Church etc)
- Trial closure of quayside to traffic
- Celebrate and increase engagement with Wells' working harbour and fishing industry
- 'This is Wells – Tread lightly' or similar campaign promoted through PR, accommodation welcome packs, and leaflets and online
- Develop two new public spaces: the quayside and the old Staithe street car park
- Encourage pop up cultural activity (street art, food and craft stalls, interpretation etc)
- Increase number and availability of led trails and activities including water-based

Targets

- Launch DMP and give printed and digital copies to key officers and members of North Norfolk District Council (NNDC), Norfolk County council, (NCC) and Wells Town Council (WTC) – printed copies for working party members and PDF on Wells CCT website
- Develop new team of voluntary wildlife and maritime interpreters (Wells Maltings to lead?)
- Install more benches through purchase scheme for locals and visitors
- Build links with partners who could deliver additional activities and support training of new interpreters: SeaChange, Norfolk Wildlife Trust, RSPB, Rescue Wooden Boats, Creative Arts East, water sport companies
- Boat spotting board (like those used to list birds seen at reserves)
- Commission new map and trails
- PR activity showcasing and celebrating best practice
- Quayside interpretation activities

CULTURE AND PLACE

Arts

- Strong community of local artists
- Good local galleries and Wells trail during annual Norfolk Open Studio Scheme

Coming soon

Wells Maltings aims to be North Norfolk's premiere arts centre and cultural 'hub' for Wells & district. Maltings and Sackhouse buildings gifted to local community trust by NNDC. Opening 2018. Service level agreement with NNDC for running Tourist Information Centre (TIC, also a ticket agency) and street-level public toilets.

- 104 seat auditorium
- Flexible exhibition space showing Norfolk artists
- Cinema programme (Screen East) includes live relays, film seasons and special screenings
- Good quality touring theatre programme
- Wide ranging programme including classical music, puppetry and monthly jazz evening
- Community and learning programme
- Heritage centre
- Town archive
- Coffee shop

Comments

Wells Maltings will blend community activities with high quality arts events and activities. Within the town however there is a lack of public art or sculpture, and little tradition of street theatre.

Events (2017 dates. Dates vary year to year.)

Wells has a well-established annual events programme that is popular and diverse, embedded in, and led by the local community

May

5-7 Poetry-next-the-Sea. Well-respected annual poetry festival

27-30 Norfolk Open Studios and Wells-next-the-Sea Art Trail

June

1-11 Norfolk Open Studios cont.

18th Wheels-next-the-Sea - large motorbike rally

July

28-31 Wells Carnival – major local celebration, supported by North Norfolk Radio

August

1-6 Wells Carnival

5th Carnival Day

6th Annual Lifeboat Service – both lifeboats and a flotilla of small boats anchor in the channel

20th RNLI Open Day, midday to 5pm

(also throughout August RNLI open evenings Wednesdays 6.30pm)

September

- 10th North Norfolk Triathlon: well-established national league of triathlons event.
15-17 Wells Pirate Festival. Family festival with food, music, trails and activities.

December

- 2nd Christmas Tide Festival. Music, entertainment, illuminations – Quayside and Staithe Street.

Heritage / environment

- Sense of a long town-history that is still evident
- Highly attractive built environment from the quayside to fishermen's cottages, alleys and yards
- Attractively 'human' in scale with most buildings three stories or less
- Wells feels as if it is cared for
- Many lanes and other locations names have distinctive, maritime-themed names
- Attractively and distinctively green – gardens, trees, plants (holm oaks, hollyhocks etc)
- Historic boats and lifeboats (Ernest Tom Nethercoat)
- 19th century Dutch cargo ship Albatros – one of the oldest sailing ships still afloat
- Eliza Adams Memorial is a grade 2 listed monument
- The Buttlands – fine trees, well-used community space, beautiful Georgian houses and cottages, all with lovely gardens
- Attractive churchyard managed as part of Norfolk Wildlife Scheme's Churchyard Conservation Scheme.

... interpretation and activities

- Wells Local History Group town walks and Town Guides (£2.50 from TIC)

Coming soon

- Wells Maltings 'Heritage and learning centre' with displays and hands-on activities for all ages
- The Maltings will also organise and host heritage-themed events, demonstrations, temporary exhibitions talks and trails.

Local foods

- AM Frary Seafoods (large mobile stall on Wells Quay)
- Samphire – also known as sea asparagus, mermaid's kiss, the Old English 'glasswort' or St Peter's herb (patron saint of fishermen). Found locally June, July and August.
- Whin Hill Norfolk Cider (Stearmans Yard)
- Arthur Howell Butchers (+ Deli, Fishmongers and Bakery, all on Staithe Street)
- Mrs Temples Cheese (Wighton)

Local traditions - examples

- Boat building (Rescue Wooden Boats Charity, Stiffkey)
- Fishing, crabbing and whelking
- Gillying for crabs (children during C20th and today)
- RNLI Wells Lifeboat

- Wild fowling
- Bait digging
- Nautical traditions such as knotting, mending and making nets, and traditional jumpers (harbour chandlery)

Working Party – Visitor Experience, Environment and Public Spaces (VEEPS)

Relevant Aims

- Improve the visitor experience in Wells town
- Increase visitors during low season
- To protect and celebrate Wells’ unique sense of place

Objectives

- Celebrate and increase engagement with Wells’ working harbour and fishing industry
- Encourage exploration of less-visited areas of Wells

Targets

- New town map and walking routes
- Fishing heritage trail and interpretation (Harbour Office-led)
- Recruit and train voluntary quayside maritime interpreters for talks and drop in activities
- Timetabled talks about historic boats including opportunity to go on board
- Low season food markets on quayside and pop up food stalls year-round
- Low season quayside bird-watching with telescopes and experts
- Commission artworks integrated in pavements, bollards, street furniture and buildings

VISITOR EXPERIENCE

Cleanliness and general care

- Some complaints about rubbish on the quayside but generally the town is very clean
- Gardens and trees are well-cared for
- Generally high quality of repair of built environment

Public toilets

- NNDC run. Adequate provision though facilities are a little old fashioned and there's a lack of baby changing facilities
- Some problems with cleaning (mainly on busy days), and with opening.
- Well located: at all three main car parks (Freeman Street (Beach Road), Stearmans Yard and Wells beach), and inland near main bus stops and the Buttlands (Newgate's Lane)

Pedestrians

- Wells town is compact and walk-able. For most people, all shops and services are reachable on foot
- On the quayside pavements can struggle to cope with the number of pedestrians and the level of traffic contributes to the pressure. Staithe Street can also get very crowded
- More benches in key places will encourage less able people to venture further and set the tone for a relaxed, and human pace

Cycling infrastructure

- Much of Wells town is cycle-friendly
- Few cycle stands and little other infrastructure other than signs for NCN Route 1.
- On Yer Bike Cycle Hire at Wighton offers delivery and collection from accommodation and a wide range of bikes and accessories including tandems, tag along child trailers and dog trailers, helmets etc.
- Holkham has a similarly comprehensive bike hire scheme for use on and around the estate, and has invested in an excellent cycle route map of the estate

Information

- Wells TIC is a very well used facility, currently in temporary accommodation. It provides excellent information on Wells, Holkham activities and generally on North and West Norfolk. From 2018 it will move into and be managed by Wells Maltings under a service-level agreement with NNDC. It has income generating potential as main ticket sales outlet for cultural events in Wells and area.
- Two notice boards for posters promoting town events and activities
- Communications on the quayside are quite piecemeal and mostly comprise promotional banners for various businesses
- Accommodation listing

Access

On busy days crowds on the quay and Staithe Street make it very difficult for people in wheelchairs or mobility scooters. The pathway from Freeman Street car park to Wells town and quayside presents some challenges for people in wheelchairs and mobility scooters.

Commentary

Wells is relatively simple to navigate but there is potential to improve the visitor experience by encouraging exploration of less-known areas and introducing benches and public spaces that encourage people to slow down and enjoy the town.

There is considerable potential to engage visitors more deeply in the town, its heritage and the town today – its aspirations and concerns, and thereby to change visitor behaviour. Development of cycling – long distance routes, as well as for travel in the town – would make sense.

Working Party – Visitor Experience, Environment and Public Spaces

Relevant Aims

- Reduce the negative impact of the car on Wells
- Invest in sustainable travel and transport
- Improve the visitor experience of Wells Town
- Raise awareness of the risks facing Wells and increase engagement in their reduction

Objectives

- Increase delivery service options offered by food shops, takeaways and restaurants.
- Educate and inspire visitors and second home owners in sustainable tourism ideas for how to have a positive social and environmental impact on Wells and other North Norfolk visitor destinations
- Close harbour front to traffic and invest in paving, seating and potentially public art
- Maintain and improve current toilet provision

Targets

- Review quayside and other town signs and notice boards and re-do to reflect new key messages and Wells branding
- Engage TIC staff fully with ideas in DMP and identify key messages and supporting materials to support their work
- Research locations for benches and launch campaign for visitors and locals to fund these
- Staithe Street Car Park to become public space with seating, bike stands and pocket garden
- Install additional bike stands (Sheffield-style ideally) on the Quay, East quay, beside Beach Road toilets, and other locations
- Install cycle-planters <https://www.frontyardcompany.co.uk/products/plantlock> which combine secure bike parking with planting and introduce 'adopt a bike-planter' scheme
- Retro-fit baby changing facilities to public loos
- Review cleaning contracts as necessary and continue to monitor adequacy of provision
- Seek advice on access improvements needed and improve access information
- Encourage use of sea wall for running (it is 1 mile long)

TRAVEL AND TRANSPORT

Cars and parking

Wells is relatively isolated and the roads are quite slow. It's an hour to Norwich, 45 minutes to Cromer and 50 minutes to Kings Lynn. There is no mainline train service and though there are reasonable bus services, travelling by car is the only option for many.

During peak season there are huge problems with traffic congestion and even gridlock. On busy days, and increasingly, parking is a major issue for both residents and visitors.

*90% of people agree or agree strongly with the statement
'It is important to find ways of limiting the negative impact of cars on Wells'.*

*52% of respondents chose parking as a dislike. This is by far the highest single issue
with housing coming in next at 28%.*

- At peak season heavy traffic, road rage and bad parking spoil the look and feel of the town.
- Residents resent feeling they can't use their car because they will lose their parking space.
- Visitors to Fakenham Fairways Campsite report day trips to Wells being aborted due to traffic and parking problems and sadness and bitterness from fans of the town.
- Well-documented problems with congestion on the A149 coast road and the B1105.
- The junction of Beach Road and the Quay can be particularly dangerous.
- A system of double yellow lines which are only operational for part of the year causes confusion and upset.

Car parks

Freeman Street Car Park (380 spaces, 2000 overflow)

Freeman Street is well located for visitors to both the town and the beach. It has been developed by Holkham and is characteristically beautifully done, with smart road surfaces and attractive landscaping. It is nice enough to have a picnic in and makes a good first impression for visitors. Whether approaching Wells from the Coast Road or the B1105, access is by Holkham Road and the entrance to the car park is at the edge of Wells so that cars do not need to enter the town itself.

Freeman Street is relatively good value (£5 for the day compared to £8 at the beach car park) and deposits visitors centrally in the town via a well-surfaced pathway to Beach Road, the public loos and the Quayside. Two issues need addressing:

- Opening hours are too limited due to planning restrictions implemented by NNDC (April to September 8am to 7pm, October to March, 8am to 4pm) restricting equally long summer days on the beach, winter walks, meals out, arts centre visits and the general night time economy.

- A kissing gate on the pathway from the car park to the town is DDA compliant but not easy to navigate for people with pushchairs or mobility scooters and wheelchairs. It is likely to cause bottlenecks on busy days.

Stearmans Yard (160 spaces)

NNDC run. Stearmans Yard car park is well located for visitors to the town; Staithe Street, the Quay and the Maltings are five minutes walk, but in the summer quickly becomes full. Currently accessed through residential back streets it can also be accessed from the west, via Freeman Street. £1.50 an hour up to 4 hours, then £7 for 24 hours. £28 for seven days.

Wells Beach Car Park (400) spaces

Run by Holkham. Smart but expensive (£8.50 4hrs or all day) beachside option located on the dead-end of Beach Road. Visitors consistently ignore signs saying car park is full leading to gridlock and road rage. Holkham has issued car park staff body-cams to record incidents.

Wells Quayside car Park (70 spaces)

Run by the Harbour Commissioners. This is a particular pressure point and viewed by some as dangerous. At peak season, cars, visitors, fishermen and their gear, delivery lorries, families gillying, pedestrians, people in mobility scooters and others queuing for food at various outlets, vie for space.

Staithe Street (20 spaces)

NNDC run. Small car park next to Wells Maltings. The location is at the heart of the town in terms of its cultural, retail and leisure offer. Currently closed for the development of Wells Maltings.

Sustainable Travel

Buses

- The [Coasthopper](#) bus (Stagecoach Norfolk) shuttles back and forth along the Coast Road, Kings Lynn to Cromer. Hourly April to October, two hourly November to March. Very well used by walkers and local people. *No evening service and note limited winter service.*
- Stagecoach Norfolk bus 29 to Fakenham and (X29) Norwich. *No evening service.*
- National Express coaches to Kings Lynn from Cambridge, Peterborough and London Victoria. Coast Hopper or taxi connection to Wells.

Trains

Mainline trains from London, Cambridge and Norwich arrive Kings Lynn and Sheringham – Coast Hopper connects direct to Wells.

Wells and Walsingham Light Railway runs services, for much of the year and all of Wells' peak season, between Wells and Walsingham. The service has traditionally been promoted as a day trip to Walsingham. There is the potential to develop and promote it instead as a park and ride / visitor attraction, with visitors parking in Walsingham and travelling to Wells by train, potentially travelling on foot or by bike for one leg of the journey.

The owner of Wells and Walsingham Light Railway is keen to expand the service and has the potential to negotiate with the landlord to expand the car park at Walsingham.

Taxis

- One taxi in Wells (Steve's Taxis). Others nearby in neighbouring villages.
- Taxis don't offer standard pricing for journeys and are often not able to take on jobs. (Either not working or one-person outfit and already busy).
- A well-promoted and managed taxi, Uber or similar could offer a good alternative to private car use for beach visits, evenings out and other days out.
- A useful alternative to the Coasthopper for supporting one-way walking (i.e. not circular walks) along the North Norfolk Coast Path.

Walking

The long-distance footpath North Norfolk Coast Path is growing in awareness and popularity. Wells is a natural stopping / starting / refreshment / accommodation point for people walking the whole route or stretches of it. Norfolk-based (Hales) company www.hikehelp.co.uk offers baggage transfer and www.absolutescapes.com offers B&B accommodation, info pack and baggage transfer service.

Cycling

NCC is keen to encourage cycle tourism. Cycle tourers make less impact on the environment and spend more money locally than other visitors. Wells largely meets the guidelines for cycle-friendly destinations – investment could make it a recognised centre for cycle tourism.

There is the potential to attract both trip cyclers (less than 1 day) and bicycle touring (several days) both of which can be facilitated by bicycle-friendly accommodation and sustainable transport options geared up to support cycling (buses, trains and even taxis). Nearby routes: National Cycle Networks routes 1 and 30, Norfolk Coast Cycleway and Wells and Walsingham Explorer Loop.

Commentary

Development of an off-road, Dutch style cycle route from Fakenham to Wells, would be a major boost to cycle provision and have significant community and economic as well as tourism benefits. The project would require partnership working with Holkham, NCC and Norfolk LEP and chimes well with priorities, funding possibilities and values.

By boat

Well-located for vessels cruising the UK's East Coast. Wells is Norfolk's natural stopping point for people sailing between the coastal towns of Yorkshire, Lincolnshire and Suffolk. The town also attracts leisure sailors from Holland and North Sea countries.

Commentary

Management of cars, both staying in Wells and visiting for the day, is essential. Pedestrianisation of some areas (often initially unpopular but ultimately successful), re-direction of traffic; and clear communication in advance and on arrival are needed. Park and Ride could be part of the solution.

All forms of sustainable transport should be encouraged in order to reduce the number of people arriving in Wells by car. Coast Hopper, Wells and Walsingham Light Railway, cycling and walking all make travel part of the visitor experience.

Working Party – Travel and transport

Relevant Aims

- Reduce the negative impact of the car on Wells.
- Increase sustainable travel within and for getting to Wells.

Objectives

- ‘Ditch the car campaign’ for visitors staying in Wells encouraging use of long term parking in Stearmans, Yard and potentially Freeman Street car parks, together with walking, cycling and sustainable transport options
- Proactively manage traffic in Wells
- Develop and promote new sustainable travel options
- Make intelligent use of Wells car parks, including re-visit Park and Ride option
- Improve cycle tourism infrastructure. (See excellent ERDF-funded 2012 report ‘How to Encourage Cycle Tourism’)
- Monitor travel behaviour and use findings to inform future planning
- Promote use of Wells and Walsingham Light Railway to get to Wells
- Improve and raise awareness of sustainable transport options

Targets

- Work with existing WTC Travel and transport working party and agree any additional items to be added to current plans
- Visitor guidelines to include clear information on parking and access to the town
- 20mph speed limit throughout town centre. Deliveries before 10am only
- Update / add car parks and information to relevant websites
- Change Church Street sign corner directing cars down Polka Road for “Town Centre, Beach and car parks” to “Access only”, retaining sign for coach access. Cars instead continue on Church Street and Burnt Street to new signs at T-junction with Two Furlong Hill directing cars right for Town Centre, Beach and Parking
- Signs on corner of Mill Road: remove sign for beach, town centre and car parks. New sign directs cars straight on to where they can pick up existing signs where Holkham Road meets the A149 directing cars to Freeman Street or Stearmans Yard car parks
- Champion new off road cycle route from Wells to Fakenham
- Matrix car park signs during peak season to direct people to car parks with spaces remaining
- Devise simple A5 flyer for day visitors supported by detailed information sheet for staff at TICs and accommodation providers in Burnham Deepdale, Kelling Heath, Fakenham campsites, Hunstanton, Sheringham etc
- Run workshop. Devise and make available simple guidelines on how to become a cycle-friendly restaurant or accommodation. (Small grant scheme to help pay for improvements.)
- Recruit local taxi firms to Wells CCT and work with them to improve service in return for increased promotion
- Annual monitoring of visitor travel data to inform future planning. (See appendix 5.)
- Seek funding for wagon for Wells and Walsingham Light Railway to take bikes and push chairs, and additional carriage to increase capacity. (EU Leader Scheme)

- Improved online and print promotion, word of mouth and signage direct car drivers to use Freeman Street Car Park
- Liaise with www.cyclestreets.net, routes.bikehub.co.uk (cycling satnav), NCP and NCC to make available improved information for cyclists

ACCOMODATION

Overview

The 2011 census has Wells population as 2,165. During peak season the population increases to 12,000. Visitors can stay in a range of accommodation: on board their own boats, camping and caravanning, youth hostelling or in hotels and B and Bs. Airbnb has made its way to Wells and there are many holiday cottages. Increasingly there are many second homes - a cause of great conflict.

Camping and caravans

Blue Skies – set up with Wells CCT in 2016. Traditional, family and pet friendly, located just on the edge of Wells near the Wells and Walsingham Railway. Caravan Club: Mill Farm. Four weeks peak season at APHS.

Pinewoods Holiday Park – large site (up to 3000 people) run by Holkham. Privately-owned static caravans- some for hire - and some room for tourers. Previously a mixed tent and caravan family-friendly site, Pinewoods is now marketed as a five-star caravan park set in an Area of Outstanding Natural Beauty.

Youth Hostel, YHA Wells

31 beds and a range of private rooms and dormitories. During low season offers option of booking the 'whole place' for family and friends.

Visitor moorings

Smart, well located and with comprehensive facilities including showers, loos, laundry, free wifi, rubbish disposal and fuel.

Hotels and Bed and Breakfasts

A handful of hotels and guesthouses and approximately 30 bed and breakfasts (wells-guide.co.uk).

Holiday Cottages

Approximately 120 (wells-guide.co.uk).

Airbnb

17 properties mapped in Wells offering accommodation from £68 (entire one bedroom flat) to £370 (entire five bedroom house) a night. NB No tax paid and not covered for

Second homes

Second and holiday homes were the second most registered dislike, with 28% of respondents referencing homes left un-used for much of the year, rising housing costs, and shortage of housing for locals especially young people.

77% of people agree or agree strongly with the statement

'The increasing number of second homes risks changing the character of Wells as some locals can no longer afford to live here and many houses are empty for much of the year.'

The proportion of second homes in Wells has increased alarmingly by nearly 50% in five years:

2005 = 20% 2011 = 21% 2016 = 31%

In recent years long-standing Wells' estate agents Spalding and Co and William Brown estate agents have been joined by Belton Duffey and Sowerbys. Belton Duffey and Sowerbys are letting agents as well as estate agents, with the latter very actively promoting buy-to-let and providing a comprehensive range of services for landlords. Sowerbys' central location – the Granary on Wells Quay gives it a very high profile presence in the town.

Homes for Wells (HfW) is interested in a West Country scheme whereby second home owners give the equivalent of one month's rent to the town to support housing for local people. This is similar to the idea WTC is currently lobbying for that a portion of council tax from second home owners be diverted for local use rather than going straight to the district council.

Commentary

Second homes are a major cause of the perceived risk of 'gentrification': 'London buyers push up house prices making them too expensive for locals. They arrive in large expensive cars, order a food delivery from Waitrose and eat out in hotels and restaurants that have menus with London prices.' They also leave fine properties empty for much of the year.

Working Party – Accommodation

Relevant Aims

- To lessen the negative impact of second home ownership in Wells.
- To protect and celebrate Wells' unique sense of place

Objectives

- Increase understanding and engagement with Estate Agents of concerns over second home ownership.
- Devise information and guidelines for second home owners and engage them more closely in the community
- Support HfW, Victory Housing and WTC in lobbying for income to develop housing for local people.
- Support HfW in exploring options to discourage second homes (for example ban on sales to people who have lived in Wells less than 10 years; restriction of sales to anyone not already living or working in Wells, restriction of sales of new houses to buyers who plan to use home as primary residence or other schemes); and back it in taking forward chosen initiatives.

Targets

- Recruit Accommodation working party and prepare 2018 action plan.
- Accommodation providers and estate agents and letting agencies in the town to be invited to join Wells CCT, receiving quarterly emails and specialist accommodation mailings.

- Enlist help of estate agents with compilation and dissemination of above information and guidelines. (See NCP work on this.)
- Devise and circulate 'Tread Lightly' campaign information sheet for Accommodation providers and insert for welcome packs for their visitors.

FOOD AND EATING OUT

Restaurants, cafes and pubs

When asked for three 'likes' about Wells, 8% of respondents listed restaurants and cafes putting this ninth in the list of 19 likes.

Wells offers a good range of eating out options: cafes, tea and coffee shops, takeaways, restaurants and gastro pubs. Fine dining or simple cafes, fish and chips, seafood, ice cream and picnic foods are all easy to find.

This selection of long-standing success stories gives a flavour of the range of food on offering Wells: Nelson's Coffee Shop, French's Fish and Chip Shop, The Albatross and The Crown. In the last couple of years a number of new places have opened and appear to be doing well. These include Bang in Wells and Grey Seal Coffee.

Wells' restaurants offer a good range of different kinds of food from traditional to contemporary, much of it high quality, with many restaurants listing vegetarian, vegan and or gluten free as options.

General provisions

- large new Coop on the edge of town
- Leftley's of Wells NisaExtra (free delivery within Wells – including to Pinewoods – to anyone spending over £5)
- several other good independent provisions stores including delicatessens, chemist, butchers, fruit and veg etc
- Some visitors have holiday shopping delivered by major supermarkets that are out-of-town

Working Party – Visitor Experience, Environment and Public Spaces (VEEPS)

Relevant Aims

- To increase the proportion of tourist and visitor income that stays in Wells.
- To reduce the negative impact of the car in Wells

Objectives

- Increase options for and promote free provisions delivery within Wells.
- Raise awareness in visitors of Wells' food offer and reasons for shopping locally while on holiday.

Targets

- Restaurants and pubs etc to be invited to join Wells CCT and receive quarterly mailings.
- Local suppliers' list for Wells CCT website to be developed and maintained
- Work with key shops and restaurants to investigate options to expand the delivery options potentially with a 'Deliveroo-style' service

DESTINATION IMAGE, BRANDING AND PROMOTION

Notice boards and signs

On arrival

- Two signs next to Wells town sign: A Fair Trade Town and A Safe Haven
- Attractive boat / flower arrangement on Two Furlong Hill and on roundabout / crossing point junction of Bluebell Gardens and Polka Road.

Quayside and Wells Beach

- Wells Harbour Tours banners
- Harbour commissioners parking sign welcomes people to Wells
- Wooden Rescue Boats, Stiffkey have several promotional signs both on the quay and at the beach
- Wells Harbour Railway – old-fashioned but useful signs at both ends of the track
- Arriving at Wells Beach: large visitor information sign joint-branded Holkham and Port of Wells plus Wells Harbour Railway and Rescue Wooden Boats signs
- Holkham-branded sign at town end of Beach Road
- Play area entrance signs ‘No Fouling’ and ‘No pedal cycles’ are unwelcoming

Town Centre

- Friends of the Granary notice board on Staithe Street

Town Maps

- Advert-funded, commercially produced map in Stearmans Yard car park
- Smarter town map towards top of Staithe Street.

Leaflets

A Guide to Wells-next-the-Sea, A Fair Trade Town, Wells Town Council

- A good general overview of Wells
- Slightly old-fashioned with a use of photography and other images that could be improved to showcase Wells in a stronger light
- Map-fold DL
- 3/4 of one side is a map, and key to over 100 shops, cafés and other businesses and their phone numbers, plus contact details for 34 other organisations
- Weak layout - until fully opened, the leaflet (it is map-fold with 16 pages) comprises a two-panel town map and a series of lists – including on the back page
- On the inside of the fully-opened leaflet is a welcome panel, two panels on Wells history and some good information on cycling, events and transport

The Quay

An A5 information-rich community newsletter that provides space to a wide range of local community groups. Includes adverts for many key shops and businesses and a diary.

Individual organisations

- *Holkham Estate* - All aspects of the Estate's business are supported by highly attractive, clear and consistently branded communications. There is an excellent website and an extensive suite of print communications includes individual event posters as well as leaflets, reports and newsletters
- *Poetry Festival Brochure* - Good cross-marketing of other activities
- *Port of Wells* - Leaflet, brochure and newsletter. Well organised, information-rich and purposeful
- *Local history group* – old fashioned, perhaps quite expensive for what they are at £2.50
- *SportApeel* (badminton and tennis courts, gym, swimming pool) – information is insufficient and not well organised. No details on length of pool, whether there's a pool for small children, opening details are too dense
- *Wells Maltings* – uninspiring design packed with adverts. Until recently outsourced to Arts East Magazine who produced the magazine for free in return for selling and taking all advertising income. Print-run only 1500. To reach its potential the new arts centre will need to increase the print-run and invest in design and distribution and anticipate that these changes are already in hand.
- *Wells and Walsingham Light Railway* - Attractive, clear and well-written leaflet

Websites

Overview sites

There are currently four websites that set out to cover Wells-next-the-Sea:

www.nr23.co.uk

- Home page strap line: "A gallery of websites in Wells-next-the-Sea – Norfolk"
- Old fashioned design offers short descriptions with links to organisations' websites
- Home page copy lengthy and unfocussed, mixing history with the present day
- Lots of out of date info and broken links
- Advertising space sold to multinationals amongst others
- Linked to by WTC for events, but these are not updated

wellsnextthesea.info

- Information rich but very dated
- Difficult to navigate, old-fashioned
- Links and information not kept up to date
- Lined to by WTC as 'Wells Town Website' but not a comprehensive set of information for the town

www.wells-guide.co.uk

- First in Google searches and linked to by many others

- Run by a private company. Commercial feel comes from heavy listing and advert selling (listings free, standard £25+ VAT and premium £75+VAT)
- ‘Pubs, wine bars and hotels’ is Wells-based only and just basic listings
- Attractions list prioritises website income over visitor need/use. It includes much of north, west and central Norfolk and none of the top attractions listed are in Wells (Blakeney Seal Trips, Holkham, Pensthorpe, Sandringham and Titchwell)
- The three accommodation sections are useful but heavy with details on advertising

www.wellsnextthesea.co.uk/ accommodation list with two sections: B&Bs and self-catering. Offers option to print pdf of full accommodation list.

“...we need a really top notch website which will portray the spirit of Wells”.

Roger Arguile, Ideas for a Tourism Strategy, a paper for WTC

Websites for organisations in or near Wells include:

www.blueskiescampsite.co.uk Attractive, user-friendly and good copy

www.wellscarnival.co.uk Simple, clear and attractive site

www.Holkham.co.uk : an umbrella for Holkham’s growing portfolio: previously the Victoria Inn, lodges and courtyard Cafe, Holkham now also takes in Pinewoods and the Beach Cafe. This is a first class website – great use of images, well designed and organised and packed with information

www.wellslifeboat.org Smart, well-organised and informative website

www.wellsharbour.co.uk Well-organised and informative website

Tourism websites sign-posting Wells

visitnorfolk.co.uk Information on Wells is included in a North Norfolk section ‘Wells to Hunstanton’

www.visitnorfolk.co.uk/explore/North-Norfolk.aspx Wells gets one paragraph to Cromer’s five

www.visitnorthnorfolk.com Quite a good overview of Wells but no information on travel to the town or tips on how to get the most out of a visit

www.glavenvalley.co.uk Excellent, well-organised and clear specialist accommodation website

Social media

Facebook *in order of pages with most likes.*

- Wells-next-the-Sea Beach Cafe. beachcafe@holkham.co.uk. (6232 likes) A good channel of communication with people about Wells-beach. Cross-promotes Holkham events. Good, positive interaction with public. During the 2017 season likes increased by over 1k. Shows potential for the constructive use of Facebook to build and engage with audiences.
- Wells Next The Sea A trip down memory lane (2200 likes) – well-used site for sharing local history and photos.
- ChristmasTide (1254 likes) – helpful, inspiring information + responsive to comments.
- Tourist information centre and Wells Maltings – (1006). Informative, newsy, not much interaction. This year attracted a handful of new likes and was re-named Wells TIC and Maltings Trust.

- Wells RNLI (1616 likes) – good interactive site, nice use of images.

Tripadvisor – top attractions in Wells, October 2017

1. Wells Beach (4.5 stars, 1215 reviews)
2. Holkham Hall (4.5 stars 1055 reviews)
3. Holkham Bay (4.5 stars, 324 reviews)
4. Holkham National Nature Reserve (4.5 stars, 412 reviews)
5. Alpaca Walking Tours (5 stars, 436 reviews)
6. Whin Hill Norfolk Cider (4.5 stars, 70 reviews)
7. Wells and Walsingham Light Railway (4.5 stars, 214 reviews) and Wells Harbour Railway (4.5 stars, 26 reviews)
8. Wells TIC (4.5 stars, 24 reviews)
9. Rescue Wooden Boat Centre, Stiffkey (4.5 stars, 19 reviews)
10. Sightseeing tours of Wells Harbour (5 stars, 51 reviews)

Working Party – Communications and VEEPS

Relevant Aims

- Excellent communication with residents, visitors and stakeholders
- Raise awareness of the risks facing Wells and increase engagement in their reduction
- Increase visitors during the low season
- To plan for a future in which young people and families can thrive in Wells

Objectives

- Annual communications plan
- Develop and roll out simple marketing tools to facilitate consistency of information and branding for Wells
- Improve quality and strategic focus and of print and digital marketing of Wells
- Facilitate skill sharing and mentoring in order to improve marketing generally in the town
- Improve opportunities for training in tourism, hospitality and related industries
- Create opportunities for young people to be part of shaping Wells future and to build skills

Targets

- Recruit Communications working party
- Commission simple Wells Corporate identity potentially based on Wells CCT logo?
- Agree, promote and share widely a set of key messages for visitors
- Create new website (or work with www.wells-guide.co.uk)
- Print: A5 flyer with travel and transport information and new main Wells leaflet
- Light touch layout and editorial tweaks to The Quay to make it easier for visitors to find their way to relevant information (Quick Quay index, events calendar)
- Commission new map that is simple and clear but also better captures the attraction and interest of the town
- Marketing mentoring to strengthen digital and print media, and distribution
- Marketing mentoring to strengthen use of social media
- Review Facebook and Twitter use and create new pages as needed
- E-bulletins to CCT membership reinforce key messages and best practice

- Bespoke mailing to specific groups allow for specific issues to be addressed
- Develop post-16 employment and training scheme in tourism
- Develop Wells 'host' scheme for young (16-22 yrs) and older volunteers

STRATEGIC CONTEXT

Overview

This section provides a backdrop to the plan in terms of relevant national, regional and local policies and reports. Some ideas are potential touchstones for Wells.

New Economic Foundation (*innovative, independent think tank*)

Wells Harbour Master Robert Smith has contributed to NEC's Blue New Deal initiative and the report [Turning Back to the Sea](#) (November 2016). It asks how coastal communities can be supported to make the most of their unique assets and how to:

- **attract visitors year round**
- tackle the **impact of second-home ownership** on local housing, or benefit from inward investment without leaving local people priced out of their communities
- become centres for **renewable energy**
- ensure **small fishing boats** remain economically viable

Recommendations include:

- **Local people need to be in control.** Community-led plans should be taken far more seriously within the wider decision-making system
- Coastal **communities need to work together**
- Government must **build the capabilities of places, people and communities** and ensure there is the **digital and transport infrastructure** that communities need to thrive
- There's a need for '**strong local supply chains**' to 'retain more value locally'
- A larger share of **fishing opportunities** for those that are fishing sustainably (currently 1.5%)

And tourist recommendations:

- Visitors – from home and abroad – need to be inspired by how much the UK coast has to offer and to find it easy and affordable to visit... **transport connectivity and affordability** must be a high priority.
- Accessible, wildlife-rich seafronts, and a healthy marine environment, are assets to tourism and vital for communities to take pride in what their local areas have to offer. Post-Brexit, the government should retain and strengthen the EU's Bathing Water Directive to have the continent's **cleanest coastline and beaches.**
- Communities, industry, training centres, and government need to play their part in supporting **small and medium enterprises** (SMEs) and businesses that create **positive local economic, social, and environmental impact.**

Commentary

NEC recommendations strengthen the case for this Plan to be taken seriously by key stakeholders and partners – in particular NNDC and NCC. Echoes of many of the above recommendations feature throughout this plan.

New Anglia LEP (*Local Enterprise Partnership for Norfolk and Suffolk*)

New Anglia LEP's cultural strategy 2016 to 2022 'Culture Drives Growth' places culture at the centre of its "growth agenda" and plans for an "integrated approach to culture, place and economic growth" declaring: "Successful places are 'always underpinned by a sense of creative vibrancy, a manifestly strong quality of life, and a **clear sense of cultural identity**'".

Objectives include to:

- Make the region synonymous with cultural innovation –**a truly distinctive place supporting a truly distinctive cultural offer...**
- build **inspiring places to live, work, visit and invest**
- (Enabling) culture to make the fullest possible contribution to improving the region's quality of life by impacting positively on **education, health and wellbeing**

Ideas it wants to encourage, and that could have relevance to Wells include:

- **pop up spaces** for cultural activity and **repurposing of under-utilised buildings** and spaces
- encouraging **creative start-ups**
- supporting the development of small to medium sized **festivals** of national significance

Commentary

Wells fits the LEP's vision of a successful place in terms of quality of life and strong cultural identity. It's an inspiring place but cannot at present lay claim to cultural innovation. Wells attracts creative and entrepreneurial people to open new shops and cafes. It has the potential to become a focus for creative practitioners too. The new Wells Maltings will be able to help with this.

Norfolk Coast AONB Tourism Benefits and Impacts Analysis, Scott Wilson, 2006

A detailed and authoritative report commissioned by Norfolk Coast Partnership, and including insights and recommendations that remain relevant today.

"Tourism relies heavily on the retention of the qualities, character and charm of its landscape, its settlements, its scenery and its wildlife. In return, tourism has the capacity to underpin the strength of the economy..."

...tourism can generate potential sources of conflict, with general growth aspirations driven by economic forces in opposition to the need for environment conservation and maintaining the fabric of the community itself"

The report identified the following issues:

- To engage tourism businesses to highlight their role in the process of developing a **sustainable destination**, following a **partnership approach** for mutual benefit
- To offer "... a coherent product, based on **quality and local distinctiveness** that filters through the local supply chain."

- To promote and develop **sustainable transport** to a point whereby alternatives to car use become realistic options
- To actively seek a **partnership approach** between the stakeholders involved in tourism to ensure that tourism actively supports local communities

Recommendations included:

Communications

R3 Engage with visitors at the initial point of contact... to ensure they ‘buy-in’ to an experience which has conservation and wildlife protection at its heart. **i.e. online, and in print media and potentially in signage on arrival at Wells**

R8.1 Devise positive conservation messages to include in individual and joint promotional literature

Walking and cycling

R12.1 Norfolk Coast to become a destination that is synonymous with **walking and cycling**

R12.2 Routes provided off-road and along quiet lanes, and of different lengths for different users

R13 Investigate potential usage of cycle and walking routes that start outside of the Norfolk Coast AONB if linked to a means of sustainable transport that return to the start point – **potential to trial this by including the Wells & Walsingham Railway within itineraries**

Public transport

R14 Promote awareness and use of the **Coast Hopper** and other bus services through:

- Including journeys, times, etc. as part of a sustainable itinerary
- **Joint promotional activity**; reduced entrance fees, money off food and drink, cycle hire link
- Identify other sources of ticket purchase – accommodation providers, local shops
- Packaging public transport in the AONB as an attraction in its own right
- Ensuring a family friendly focus; and look at potential for multiple day passes

R15 Ensure that promotion of public transport is matched by sufficient **investment in service provision, designed around the needs of visitors (and residents).**

Residents’ card

R24 To investigate the suitability and perceptions of a **resident card scheme** within the Norfolk Coast AONB, linked to preferential parking and sustainable transport initiatives.

Commentary

This report places great emphasis on sustainable transport, partnership working and communications, and suggests how partnership working can happen in Wells. Progress has been made with improving walking and cycling provision but connections have not been made with sustainable transport providers. Wells’ communications are poor, with print and digital media exhibiting poor design and a lack of the strategic thinking and purpose that underpins well-organised and well-written print and digital media.

ORGANISATIONAL CONTEXT

Commentary

This section provides an overview of the key bodies of influence in the town and aspects of their roles that are relevant to the Destination Management Plan.

Alderman Peel High School (APHS)

Small high school and academy. 475 pupils, 11 – 16 years. Very good community connections and community access to school facilities including meeting rooms, theatre/cinema, SportAPeel (gym and pool). Users include Poetry-next-the-Sea, Camping and Caravan Club and Sea Cadets. Keen to develop a quality scheme for post GCSE employment and training in tourism.

Holkham Estate (Holkham)

Wells is surrounded on three sides by the Holkham Estate – one of the UK's great estates. On the fourth side is the sea. The 25,000 acre estate stretches inland beyond Egmere and for some ten miles along the north Norfolk coast with Wells in the middle.

Holkham is thriving and combines a large portfolio of businesses, events and activities with highly respected conservation work managing the National Nature Reserve that forms part of the estate. In recent years the estate has adopted the 'policy of running its own businesses in-house, rather than renting out premises for others to do so'. Pinewoods Holiday Camp, Abraham's Bosum and Freeman Street Car Park are examples.

Holkham Estate's vision is 'to see Holkham recognised as the UK's leading rural Estate against which others will measure their own success'. As well as being ambitious for its business activities, the estate has strong ideals and cares deeply about the environment, community and sustainability. It seeks to be socially responsible and wants 'our customers, visitors and occupiers to be our greatest advocates and supporters.'

Tourism accounts for half of Holkham's 200 full time jobs against 10% 20 years ago. Holkham is working to '...managing the impact of public access and (preserve) the essence of the landscape...' and is prioritising 'Controlling traffic and promoting the use of sustainable transport.'

Commentary

The Estate is an immensely important partner for Wells. It is very successful and most of what it does it does brilliantly. Wells and Holkham need to work more closely together to achieve shared and separate visions. Holkham possibly underestimates Wells town as an attraction in its own right, judging visitors to be predominantly drawn by the surrounding landscape, nature, the beaches and the wide-open skies when the DMP survey shows that Wells town, its authentic character and working harbour are just as attractive to visitors.

New Anglia LEP

Norfolk and Suffolk's local area partnership - business-led collaboration between private, public and education sectors across Norfolk and Suffolk. Champions the 'green economy'.

Norfolk Coast Partnership (NCP)

Set up in 1992 to “promote conservation and enhancement of the area's unique natural beauty; to facilitate and enhance public enjoyment, understanding and appreciation of the area's natural beauty; and to promote sustainable forms of social and economic development that in themselves conserve and enhance the area's natural beauty.”

Norfolk County Council (NCC)

Responsibilities for environment, development and transport include roads and traffic management, management and development of cycleways, some footpaths and bridleways. Libraries and schools; adult social care and children's services, recycling, and fire and rescue.

North Norfolk District Council (NNDC)

Manages Stearmans Street and Staithe Street Car Parks and delivers, or contracts others to deliver public services including toilets and tourist information. Economic development, local planning authority, housing including responsibility for the Government's Community Housing Fund monies. Regulatory services including environmental health and licensing; environment and emergencies (including coast management, conservation). Collection authority for council tax and business rates.

Operates the North Norfolk Big Society Fund. Funding for this comes from NCC and relates to its voluntary agreement with district councils to 'return' monies collected through the discretionary Second Homes Council Tax charge to support community projects. (NCC has informed NNDC that it intends to review the arrangement and retain the 'additional' second homes money for its base budget. NNDC is lobbying to resist this proposal.)

Has worked in partnership with Holkham and the Harbour Commissioners on a number of projects aimed at diversifying the economy of the town (for example offshore wind developments, the shellfish facility, Longlands estate premises, amongst others)

Commentary

Wells is at the far west of the NNDC's area and this can cause tensions with locals not believing that NNDC understands its particular needs and fearing other towns such as Cromer, where NNDC is based, receive preferential treatment.

Port of Wells / Harbour Commission (PoW)

Responsible for safe management and development of the port, including facilities such as moorings and quayside parking. Organises events including the North Norfolk Triathlon. Website provides wide range of information including events and environment, as well as navigation.

Wells Coastal Community Team (Wells CCT)

The CCT was born out of Wells Business Forum and builds on a regeneration study 'Wells for the

Future' commissioned by the now defunct Wells Area Partnership in 2009 (WAP). Wells CCT was set up in October 2015. Wells CCT's mission is:

“To re-energise and galvanise the local community of Wells bringing together the various business and commercial interests, community and other organisations and structures injecting fresh energy and dynamism in the process so as to achieve a renewed and more collaborative approach to tackling the challenges that Wells faces in developing greater economic prosperity for the future.”

In its first three years Wells CCT has:

- set itself up as a legal entity (Community Interest Company)
- set up an attractive, informative website and invested in the beginnings of a good corporate identity
- drawn up an economic plan and delivered on two out of three key aims
- begun to establish an inspiring new vision for Wells
- begun to establish for itself a reputation as an influential and effective organisation
- helped to set up Blue Skies Campsite offering affordable tenting in a family friendly environment
- worked with Wells Maltings to assist them in accessing vital Coastal Communities Fund grants
- commissioned this Destination Management Plan and associated market research and sought involvement from key stakeholders
- attracted a grant of £10,000 from the Department for Communities and Local Government
- begun to expand its membership to take in an increasingly wide constituency, and a range of skills and interests
- established an effective partnership with North Norfolk District Council (NNDC officers helped Wells CCT obtain its initial £10,000 funding).

Wells Community Hospital (WCH)

A super small hospital offering valuable services including dialysis and dementia awareness and a variety of walk-in clinics both NHS and private. Offers affordable training to small business in first aid, health and safety and food hygiene. Two smart meeting rooms available to hire at good rates.

Wells Local History Group (WLHG)

Researches local history. Publishes guides and occasional studies of local interest people and events. A History of Wells was published in 2014.

Wells Maltings (The Maltings)

Major new cultural venue opening spring 2018. Looks set to become one of Norfolk's leading venues. The Board of Directors has attracted funding from Heritage Lottery Fund, North Norfolk District Council, Coastal Communities Fund and others; and is currently project managing the build. An experienced manager has been appointed to take the building project to completion and to manage the new venue.

The Maltings will be well placed to lead on shaping and celebrating culture and place in Wells.

Wells Town Council (WTC)

WTC is responsible for allotments, burial records, playing fields and recreation, litter, gritting, lighting, and managing the Buttlands. It has planning consultative powers and recently co-ordinated a community response to a controversial planning proposal from NNDC. Its Traffic Working Party is making good progress with recommendations on traffic flow and parking. Under its Tourism portfolio, promotional literature has been produced and distributed. Champions Wells as 'Dementia Friendly'.

Active member of North Norfolk Town and Parishes Forum, which seeks to raise awareness with local and central government of the impact of tourism and homes on coastal communities.

The elected members of WTC are made up from a small group of volunteers who are mainly more mature, retired residents of Wells. Meetings are open to the public and minutes are published on their website and on the town notice board.

Commentary

During many discussions it seemed apparent to me that key stakeholders in Wells for the large part do not have the most constructive or positive working relationships. Channels of communication are poor and there are quite high levels of distrust.

Staff at both district and county-level (including at Norfolk Coast AONB) are over-stretched. Any town wanting to receive attention and resource in terms of support with developing new ideas needs to be able to offer officers the incentive of: good partnership working, galvanised community, clear thinking, awareness of the wider funding and development context, and the potential to attract outside funding to Norfolk.

Management – Wells CCT Board

Relevant Aims

- Establish a culture of efficient and effective joint working across key stakeholders
- Put in place effective mechanisms and resource to deliver the Destination Management Plan
- Ensure Wells benefits from the best in current thinking in tourism, planning and sustainability.
- Increase external funding coming to Wells
- Destination Management Plan to be acknowledged as a key development document for Wells
- Excellent communication with residents, visitors and stakeholders
- Gain a reputation for being fair, open and inclusive as well as strategic and focussed
- To plan for a future in which young people and families can thrive in Wells
- Enable Wells to benefit from the good will felt towards it by all kinds of people: young and old; residents, business owners, people who work in the town, previous residents, regular visitors, people with children at APHS, second home owners, etc

Objectives

- Stakeholders and CCT members to be invited to sign up to DMP

- Wells CCT board to set up task-based working parties to lead on key areas (see page 5)
- Wells CCT board to lead on resourcing of DMP plan delivery
- Wells CCT board together with Communications working party to lead on communications
- Membership of Wells CCT to be expanded to engage as wide a constituency as possible: accommodation providers, attractions, restaurants and cafes, shops, etc.
- CCT Board to monitor progress and undertake annual review of DMP
- Obtain a balance of interests and people on board and working parties

Targets

- This report, research and other findings and news on on-going CCT activity to be widely available, online and at Wells library
- Seek additional recruits to Wells CCT board based on skills and experience needed
- Develop young person's CCT membership to enable young people to respond to and contribute ideas and to facilitate their involvement in activities
- Identify support roles needed to set in place initial infrastructure and funding, facilitate working parties, and deliver communications. Raise funds and recruit
- Recruit and arrange for first meetings of working parties
- Set up communications databases
- Wells CCT website and quarterly e-bulletin (distribution to membership and stakeholders)
- Key papers and communications available online and in the library
- Press and PR activity including regular half page in The Quay

RESOURCING

This plan suggests ways in which Wells CCT can set in place conditions that make it well placed to attract the funds it will need to realise its aims. It identifies items and projects that support specific aims, and these aims have been decided in response to research-based evidence. It also provides the organisational framework, financial management and public scrutiny to deliver projects well.

Delivery of the various projects and ideas will require significant income and the pace at which ideas are rolled out will be dictated by the rate at which income is generated. Though this may be slow at first, the plan shows how Wells can set in place and develop a confident and effective infrastructure to make these ideas a reality. Here is an initial list of possible sources of funding.

Arts Council – Grants for the Arts - £1000 to £100,000 for arts related activities.

Coastal Community Fund – application in early 2017.

Department for Transport: 2017 to 2020 - local transport funding to help people walk or cycle safely to work. Will need NCC involvement, who have been awarded £1.488 million for transportation issues.

European Cyclists Federation provides information on accessing remaining European funding to invest in cycling related projects. <https://ecf.com/what-we-do/european-funding/eu-funds-observatory-cycling>

Heritage Lottery Fund – Townscape Heritage, grants from £100k to £2 million to help communities regenerate deprived towns and cities across the UK by improving their built historic environment.

Leader EU Rural Development Funding – currently still available. 2-stage application process for capital costs. Quarterly decisions. Grants between £2,500 and £170,000. • Up to 40% of total project cost for commercial projects, up to 80% of total project cost of non-profit making projects where there is some income to offset costs; up to 100% of total project cost for projects that do not generate any income.

New Anglia LEP – potential support through the LEP's 'Green Economy Pathfinder Programme' e.g. for an off-road cycle route or similar connecting with the LEP's green enterprise development zone at Egmore. Potential help too from LEP's new Infrastructure Manager.

Norfolk County Council – NCC could help access Department of Transport funding and could itself contribute to sustainable transport initiatives.

StartEast – Bespoke advice, support and grants to support creative sole traders, small and medium enterprises (SMEs) and start-ups operating in Norfolk and Suffolk. (Wells Maltings to facilitate and lead on this).

Parking income – Wells CCT to champion Freeman Street Car Park as main Wells car park. Holkham would need to divert some income to necessary improvements (see Travel and Transport). Once this has been done, Wells CCT to negotiate with Holkham for a proportion of income – which will be

significant - to come to Wells CCT. NB Some funding may also need to go to Harbour Commissioners to reflect loss of parking income from Quayside car park.

Business sponsorship – e.g. bike planters, pop-up events, benches, landscaping and hard landscaping.

Individual and corporate donations – potential to devise schemes offering visitors, residents and others who care about Wells the chance to help shape Wells' future through specific projects or a general Wells CCT development fund supporting roll out of DMP ideas (e.g. Broads Authority's "Love the Broads" scheme).

Statoil's Sheringham Shoal Fund – up to £10,000. The fund's priorities are an ideal fit with various ideas in this plan and include: sustainability of north Norfolk Communities, promoting environmental sensitivity and sustainability.

SUMMARY OF AIMS

- Protect and celebrate Wells' unique sense of place
- Raise awareness of the risks facing Wells and increase engagement in their reduction
- Improve the visitor experience
- Increase visitors during the low season
- Encourage small-scale fishing to thrive
- Reduce the negative impact of the car on Wells
- Invest in sustainable travel and transport
- Lessen the negative impact of second home ownership in Wells.
- Establish a culture of efficient and effective joint working across key stakeholders
- Put in place effective mechanisms and resource to deliver the Destination Management Plan
- Ensure Wells benefits from the best in current thinking in tourism, planning and sustainability
- Enable Wells to benefit from the good will felt towards it by all kinds of people: young and old; residents, business owners, people who work in the town, previous residents, regular visitors, people with children at APHS, second home owners, etc
- Excellent communication with residents, visitors and stakeholders
- Increase external funding coming to Wells
- Destination Management Plan to be acknowledged as a key development document for Wells
- Gain a reputation for being fair, open and inclusive as well as strategic and focussed

CONCLUSION

Wells CCT has commissioned this plan and now needs to commit to its delivery. This will involve working with a wide range of individuals, organisations and stakeholder groups. How to do this is described in this plan, which also suggests aims, objectives and a first set of targets.

As the people of Wells work on delivery of the plan alongside partners – from Holkham, NCC, NNDC, WTC and others – ownership of it will grow, targets will be delivered and new ones identified. With regular monitoring and good, open communications the plan can be an expression of and a tool for helping shape a better future for Wells.

Helen Mitchell, Arts and Heritage Consultant, 1 November 2017
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Appendix 1

Wells Coastal Communities Team Questionnaire 2017

343 people responded to the survey, which was made available online and as paper copies. More visitors than residents completed the online form but with 90% of paper responses coming from residents the overall balance of responses shifted to residents (50).

Respondents were asked how much they agreed or disagreed with fifteen statements.

They were also asked to provide three 'likes' and 'dislikes'. Where people provided more than three things that they liked or disliked these have all been included.

Breakdown of submissions*

	Residents		Visitors		Work in Wells		Total
Online	115	41%	141	51%	46	16%	279
Paper	55	89%	6	10%	1	2%	62
Total	172	50%	147	43%	48	14%	343

Wells Questionnaire September 2017

	Online	% of total	Paper	% of total	Total	% of total
4. Wells is a beautiful and interesting town.						
Agree or agree strongly	257	93%	53	85%	310	90%
Neither agree or disagree	15	5%	7	11%	22	6%
Disagree or disagree strongly	5	2%	2	3%	7	2%
13. Tourism is good for Wells but it needs to be developed carefully.						
Agree or agree strongly	252	91%	55	89%	307	90%
Neither agree or disagree	20	7%	2	3%	22	6%
Disagree or disagree strongly	6	2%	3	5%	9	3%
6. The special character of Wells needs to be protected.						
Agree or agree strongly	252	91%	58	94%	310	90%
Neither agree or disagree	19	7%	3	5%	22	6%
Disagree or disagree strongly	5	2%	0	0%	5	1%
11. It is important to find ways of limiting the negative impact of cars on Wells.						
Agree or agree strongly	250	90%	59	95%	309	90%
Neither agree or disagree	26	9%	1	2%	27	8%
Disagree or disagree strongly	3	1%	2	3%	5	1%
8. Wells' fishing industry and working harbour are vital to the town and need careful development.						
Agree or agree strongly	248	89%	55	89%	303	88%
Neither agree or disagree	23	8%	3	5%	26	8%
Disagree or disagree strongly	8	3%	3	5%	11	3%
10. The high street in Wells (Staithe Street), with its wide variety of shops is an asset that needs protecting.						
Agree or agree strongly	244	88%	58	94%	302	88%
Neither agree or disagree	27	10%	2	3%	29	8%
Disagree or disagree strongly	7	3%	2	3%	9	3%

	Online	% of total	Paper	% of total	Total	% of total
9. Wells salt marshes and the wild birds there are one of the town's greatest assets.						
Agree or agree strongly	240	86%	58	94%	298	87%
Neither agree or disagree	34	12%	2	3%	36	10%
Disagree or disagree strongly	4	1%	1	2%	5	1%
12. As the Holkham Estate thrives it is important to ensure Wells retains its own distinct identity.						
Agree or agree strongly	223	80%	56	90%	279	81%
Neither agree or disagree	53	19%	2	3%	55	16%
Disagree or disagree strongly	3	1%	3	5%	6	2%
7. The increasing number of second homes risks changing the character of Wells as some locals can no longer afford to live here and many houses are empty for much of the year.						
Agree or agree strongly	206	74%	59	95%	265	77%
Neither agree or disagree	50	18%	2	3%	52	15%
Disagree or disagree strongly	21	8%	1	2%	22	6%
5. Wells has retained more of its original character than some north Norfolk towns and villages.						
Agree or agree strongly	163	59%	46	74%	209	61%
Neither agree or disagree	86	31%	12	19%	98	29%
Disagree or disagree strongly	29	10%	4	6%	33	10%

Future development options	Online	% of total	Paper	% of total	Total	% of total
18. Part of council tax from second homes to go directly to Wells, not North Norfolk District Council.						
Agree or agree strongly	205	73%	59	95%	264	77%
Neither agree or disagree	56	20%	0	0%	56	16%
Disagree or disagree strongly	18	6%	2	3%	20	6%
15. More activities promoting local producers and makers such as farmers' markets and pop-up activities.						
Agree or agree strongly	205	73%	34	55%	239	70%
Neither agree or disagree	56	20%	19	31%	75	22%
Disagree or disagree strongly	18	6%	7	11%	25	7%
17. More and improved information and activities telling the story of Wells town and its people.						
Agree or agree strongly	179	64%	36	58%	215	63%
Neither agree or disagree	88	32%	16	26%	104	30%
Disagree or disagree strongly	11	4%	8	13%	19	6%
16. Research closure of quay to traffic all year or for part of the year to allow the consolidation and expansion of its use for fishing and as a public space.						
Agree or agree strongly	170	61%	41	66%	211	62%
Neither agree or disagree	58	20%	9	15%	67	20%
Disagree or disagree strongly	50	18%	11	18%	61	18%
14. Investment in marketing initiatives to strengthen awareness and understanding of Well's identity, and to promote the town as one of Norfolk's leading leisure, retail and cultural centres year-round.						
Agree or agree strongly	121	44%	26	42%	147	43%
Neither agree or disagree	99	36%	21	34%	120	35%
Disagree or disagree strongly	58	21%	12	19%	70	20%

**Three things you like about Wells-next-the-Sea
Responses registering over 3% (19 in total)**

	Online	% of total	Paper	% of total	Total	% of total
The beach (beach huts, cleanliness, dunes, spaciousness and child friendliness)	142	51%	12	19%	154	46%
The town (shops; variety of, small, friendly, many independents; Staithe Street; many services; Co-op, library, Post Office, swimming pool; has all you need)	111	40%	26	42%	137	41%
Community (friendliness, kindness, sociable place, inclusive, all ages together)	100	36%	34	55%	134	40%
Harbour (working harbour, lively and interesting place, crabbing, fishermen, boating activities)	91	33%	19	31%	110	33%
Location (includes landscape / countryside, AONB, views, scenery, nature, variety, marshes, East Hills)	76	27%	22	35%	98	29%
Walking (includes walkability, number of footpaths, being on NN Coast Path, walk to sea)	37	13%	9	15%	46	14%
Heritage (traditional, quaint, attractive old buildings, alleys and yards, long town-history still evident)	28	10%	4	6%	32	10%
The animation (big emphasis on Carnival; Screen-next-the-Sea, Poetry-next-the-Sea, lots of clubs & groups, volunteering as way of life)	21	8%	9	15%	30	9%
Restaurants and cafes (Beach Cafe, great sea food)	28	10%	0	0%	28	8%
The pinewoods	23	8%	3	5%	26	8%
Unspoilt / timeless	19	7%	4	6%	23	7%
Not commercial	17	6%	2	3%	19	6%
Tranquility (a sanctuary, relaxing and laid back)	15	5%	2	3%	17	5%
Great for families and kids (family friendly play area)	16	6%	0	0%	16	5%
Pubs (The Edinburgh, The Globe)	15	5%	0	0%	15	5%
Fish and Chips (Frenches)	11	4%	0	0%	11	3%
Dog friendly (being able to let dog run off lead)	10	4%	0	0%	10	3%
The atmosphere (unique place, distinctiveness)	8	3%	4	6%	12	4%
The Buttlands	8	3%	2	3%	10	3%

Three things you like about Wells-next-the-Sea
Responses registering less than 3%

	Online	% of total	Paper	% of total	Total	% of total
Small scale	3	1%	4	6%	7	2%
Feels safe	7	3%	0	0%	7	2%
Winter, season when it's quieter	7	3%	0	0%	7	2%
Buses (good service, Coast Hopper)	3	1%	3	5%	6	2%
Not too up-market or gentrified / mixture of people	5	2%	1	2%	6	2%
The variety of different kinds of things	5	2%	1	2%	6	2%
Clean air	3	1%	3	5%	6	2%
Holkham	5	2%	1	2%	6	2%
Family live here	5	2%	1	2%	6	2%
The Albatross	5	2%	0	0%	5	2%
Wells Community Hospital / Mermaid Centre (dialysis)	3	1%	2	3%	5	2%
My home / caravan	3	1%	2	3%	5	2%
Not touristy (unlike Burnham, Blakeney + Brancaster)	3	1%	0	0%	3	1%
East Quay	3	1%		0%	3	1%
Bustle, liveliness and it not dying in winter	3	1%	0	0%	3	1%
Clean and well kept	2	1%	0	0%	2	1%
Train to the beach	2	1%	0	0%	2	1%
Memories	2	1%	0	0%	2	1%
East End	0	0%	2	3%	2	1%
Local churches	0	0%	2	3%	2	1%
Dark Skies	0	0%	1	2%	1	0%
Fairtrade	1	0%	0	0%	1	0%
Gordon Barrett Memorial Hall	1	0%	0	0%	1	0%
Pinewood Holiday Park	1	0%	0	0%	1	0%
Wide open spaces	1	0%	0	0%	1	0%
The light	1	0%	0	0%	1	0%
Nearest place to East Midlands	1	0%	0	0%	1	0%
Great possibilities and determined folk	1	0%	0	0%	1	0%
Candy-floss feel	1	0%	0	0%	1	0%
Beautiful hotels and B and Bs	1	0%	0	0%	1	0%
Running on the beach	1	0%	0	0%	1	0%
North Point	1	0%	0	0%	1	0%

**Three things you don't like about Wells-next-the-Sea
Responses registering over 3% (12 in total)**

	Online	% of total	Paper	% of total	Total	% of total
Parking (inconsiderate, too little info on it, not enough, too expensive, no free, dangerous on the quayside, lack of traffic warden)	140	50%	34	55%	174	52%
Housing (too many second and holiday homes - often unused; shortage of and too expensive for locals especially the young)	69	25%	25	40%	94	28%
Traffic (dangerous on quayside, speeding, queues, lack of management, just during high season, speed restriction needed for Freeman Street etc)	61	22%	29	47%	90	27%
Too crowded (tourists, mostly in summer)	32	11%	12	19%	44	13%
Dogs (too many, off leads, in restaurants + pubs, no dog free restaurants, dog mess, bad for wildlife and people)	23	8%	16	26%	39	12%
Gentrification (growing social divide, creeping Burnham Market effect, too many Londoners)	24	9%	5	8%	29	9%
Rubbish (on quayside, not enough emptying bins, mostly high season)	22	8%	5	8%	27	8%
Moaners (people who are constantly against change, critical or objecting, occasional small-mindedness)	16	6%	2	3%	18	5%
Lack of petrol station	13	5%	4	6%	17	5%
Toilets (lack of, old fashioned, dirty, lack of signs, may be about to be solved)	12	4%	5	8%	17	5%
Holkham having too much influence	13	5%	1	2%	14	4%
Public transport (poor provision, not enough buses, lack of evening service eg for Maltings events, no train station, taxis)	7	3%	3	5%	10	3%

Three things you don't like about Wells-next-the-Sea

Responses registering less than 3%

	Online	% of total	Paper	% of total	Total	% of total
Shortage of good value places to eat	5	2%	2	3%	7	2%
Lack of policing (in busy times)	4	1%	3	5%	7	2%
Arcades	5	2%	1	2%	6	2%
Disabled access (to shops)	3	1%	3	5%	6	2%
Relationship with North Norfolk District Council (more investment needed, doesn't listen to town council)	3	1%	3	5%	6	2%
Shops with limited opening time (summer shutting at 5.30pm, winter closing, opening just weekends)	5	2%	0	0%	5	2%
Lack of facilities for young people / children	5	2%	0	0%	5	2%
Changes at Pinewoods (nothing for children, loss of trampolines and canoes, no camping)	4	1%	0	0%	4	1%
Ark Royal Pub	4	1%	0	0%	4	1%
Outsiders having too much influence	4	1%	1	2%	5	2%
Too much development (coop, new housing)	2	1%	2	3%	4	1%
Lack of seating (on quayside)	3	1%	0	0%	3	1%
Chip shop	3	1%	0	0%	3	1%
Loss of character of the town	2	1%	1	2%	3	1%
Maltings development (too big, loss of parking)	2	1%	0	0%	2	1%
Cheap, tacky shops	2	1%	0	0%	2	1%
Old Greys Arcade	2	1%	0	0%	2	1%
Commercialisation / high street chains	2	1%	0	0%	2	1%
Amplified music (from the Fleece)	2	1%	0	0%	2	1%
Gulls	2	1%	0	0%	2	1%
Pedestrians on quayside	1	0%	0	0%	1	0%
Low wages	1	0%	0	0%	1	0%
Long walk to beach	1	0%	0	0%	1	0%
Lack of dog bin on beach	1	0%	0	0%	1	0%
Grant-driven developments that don't meet community needs	1	0%	0	0%	1	0%
Nice village hall with grass and amenities	1	0%	0	0%	1	0%
Expensive accommodation	1	0%	0	0%	1	0%
Too many cafes	1	0%	0	0%	1	0%
Would like more shops	1	0%	0	0%	1	0%
Buildings left empty	1	0%	0	0%	1	0%
Library always closed when I go	1	0%	0	0%	1	0%
Led questionnaire	1	0%	0	0%	1	0%
Holiday homes rates not going to community	1	0%	0	0%	1	0%
Beach train expensive for families	1	0%	0	0%	1	0%
Flooding	1	0%	0	0%	1	0%
Outer harbour	1	0%	0	0%	1	0%
Rough pubs	1	0%	0	0%	1	0%

Irrelevant criticisms of human nature

6 2% | 2 3% | 8 2%

Appendix 2

Publications reviewed

Local

- Tourism and Beach Road Toilets – Paper for Wells Town Council, 2017
Wells (Asset Commercialisation) Working Group 2017
- Economic Plan for Wells-next-the-Sea 2015-16, Wells CCT
Economic Plan – update February 2017, Wells CCT
- Ideas for a Tourism Strategy, Roger Arguile for Wells Town Council
- Tourism and Beach Road Toilets, Paper for Town Council. March 2017
- Wells-next-the-Sea: Annual tourism summary estimates. Supplied by Roger Arguile.
- Wells (asset Commercialisation) Working Group 2017, summary of same research
referenced in this report. Roger Arguile June 2017
- Wells For the Future, A programme of Developments to Support the Social and
Environmental sustainability of Wells-next-the-Sea. Commissioned for North Norfolk
Community Partnership from Bluefish Regeneration, 2008
- Wells Area Partnership Community Consultation, 2007

Holkham reports:

- Building a Future
- Estate Strategy, updated July 2016
- Managing Visitor Pressure in Wells-next-the-Sea
- Strategic Review of North and West Norfolk's Economy and Future Prospects, FiveLines
Consulting . (Commissioned by Holkham. Referenced eleven reports published 2010-13 by,
amongst others New Anglia LEP, Norfolk County Council, South West Research Company and
Tourism South East).

Norfolk / Regional

- Norfolk Coast AONB tourism Benefits and Impacts Analysis, Scott Wilson, 2006
- Culture Drives Growth, The East's Cultural Strategy, 2016 -22

National

- Turning Back to the Sea, New Economics Foundation, 2017