

# Notice of Overview and Scrutiny Board

Date: Monday, 22 September 2025 at 6.00 pm

Venue: HMS Phoebe, BCP Civic Centre, Bournemouth BH2 6DY



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## Membership:

### Chairman:

Cllr K Salmon

### Vice Chairman:

Cllr S Aitkenhead

Cllr J Beesley  
Cllr P Canavan  
Cllr L Dedman  
Cllr C Goodall

Cllr S Mackrow  
Cllr L Northover  
Cllr Dr F Rice  
Cllr T Trent

Vacancy  
Cllr O Walters  
Cllr C Weight

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All Members of the Overview and Scrutiny Board are summoned to attend this meeting to consider the items of business set out on the agenda below.

The press and public are welcome to view the live stream of this meeting at the following link:

<https://democracy.bcpCouncil.gov.uk/ieListDocuments.aspx?MIId=5958>

If you would like any further information on the items to be considered at the meeting please contact: Claire Johnston or email [democratic.services@bcpCouncil.gov.uk](mailto:democratic.services@bcpCouncil.gov.uk)

Press enquiries should be directed to the Press Office: Tel: 01202 454668 or email [press.office@bcpCouncil.gov.uk](mailto:press.office@bcpCouncil.gov.uk)

This notice and all the papers mentioned within it are available at [democracy.bcpCouncil.gov.uk](https://democracy.bcpCouncil.gov.uk)

AIDAN DUNN  
CHIEF EXECUTIVE

12 September 2025

**DEBATE  
NOT HATE**



Available online and  
on the Mod.gov app

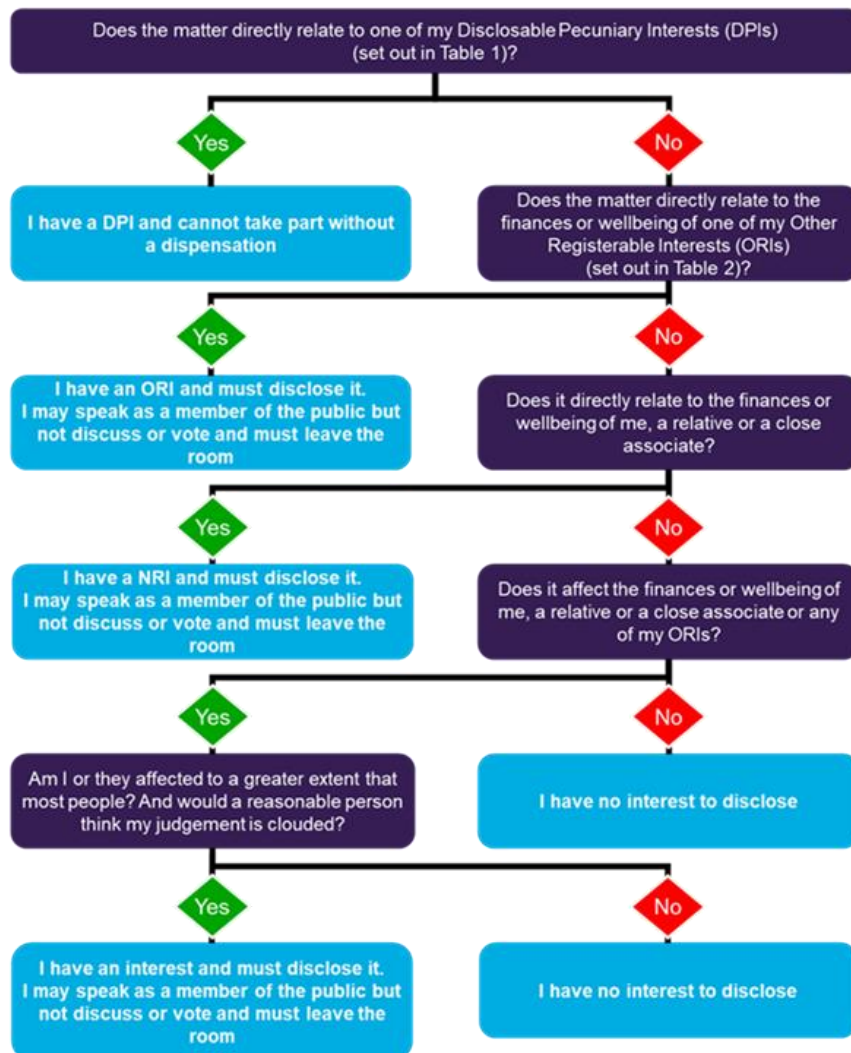


## Maintaining and promoting high standards of conduct

### Declaring interests at meetings

Familiarise yourself with the Councillor Code of Conduct which can be found in Part 6 of the Council's Constitution.

Before the meeting, read the agenda and reports to see if the matters to be discussed at the meeting concern your interests



What are the principles of bias and pre-determination and how do they affect my participation in the meeting?

Bias and predetermination are common law concepts. If they affect you, your participation in the meeting may call into question the decision arrived at on the item.

#### Bias Test

In all the circumstances, would it lead a fair minded and informed observer to conclude that there was a real possibility or a real danger that the decision maker was biased?

#### Predetermination Test

At the time of making the decision, did the decision maker have a closed mind?

If a councillor appears to be biased or to have predetermined their decision, they must NOT participate in the meeting.

For more information or advice please contact the Monitoring Officer

### Selflessness

Councillors should act solely in terms of the public interest

### Integrity

Councillors must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships

### Objectivity

Councillors must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias

### Accountability

Councillors are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this

### Openness

Councillors should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing

### Honesty & Integrity

Councillors should act with honesty and integrity and should not place themselves in situations where their honesty and integrity may be questioned

### Leadership

Councillors should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs

# AGENDA

Items to be considered while the meeting is open to the public

## 1. **Apologies**

To receive any apologies for absence from Councillors.

## 2. **Substitute Members**

To receive information on any changes in the membership of the Committee.

Note – When a member of a Committee is unable to attend a meeting of a Committee or Sub-Committee, the relevant Political Group Leader (or their nominated representative) may, by notice to the Monitoring Officer (or their nominated representative) prior to the meeting, appoint a substitute member from within the same Political Group. The contact details on the front of this agenda should be used for notifications.

## 3. **Declarations of Interests**

Councillors are requested to declare any interests on items included in this agenda. Please refer to the workflow on the preceding page for guidance.

Declarations received will be reported at the meeting.

## 4. **Confirmation of Minutes**

To confirm and sign as a correct record the minutes of the Meeting held on 15 July 2025.

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## 5. **Public Issues**

To receive any public questions, statements or petitions submitted in accordance with the Constitution. Further information on the requirements for submitting these is available to view at the following link:-

<https://democracy.bcpCouncil.gov.uk/ieListMeetings.aspx?CommitteeID=151&Info=1&bcr=1>

The deadline for the submission of public questions is midday 3 clear working days before the meeting – Tuesday 16 September 2025.

The deadline for the submission of a statement is midday the working day before the meeting – Friday 19 September 2025.

The deadline for the submission of a petition is 10 working days before the meeting.

## ITEMS OF BUSINESS

## 6. **Commercial Operations**

Following a request from the Overview and Scrutiny Board for a report of the operating practices for the Commercial Operations Service, this report provides an overview of the service and details in response to the specific

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items in Key Lines of Enquiry document which has been provided from the Board in relation to this item.

## **7. Resident Card**

75 - 100

The Resident Card is a commitment to residents across the conurbation to support household incomes at a time when cost of living is increasing. The Council intends to introduce a scheme which gives residents access to become "Resident Card" holder, offering a free hour of parking in council-owned car parks, discounts at our seaside kiosks and one swim per month at our BCP Leisure centres, to support the wellbeing of local people. Additionally, work is underway with our leisure partners and local businesses across our high streets to build an offer which gives residents more for their money and supports the growth of our economy. The scheme is intended to be accessed digitally and with a physical card and making it truly accessible for all from Spring 2026.

This report details the BCP Residents Card offer, what the benefits are to residents and the opportunity to phase in offers or services as the scheme matures. This approach also means the scheme remains flexible and adaptable in line with financial forecasts.

Subject to Cabinet approval, the intention is that the offer outlined in this report will set out the requirements for a technology provider. This will form the basis of a detailed specification and contract terms to enable the Council to progress to call off a supplier by direct award.

## **8. O&S Board Decision Tracker**

101 - 112

To consider the Decision Tracker for the Overview and Scrutiny Board which has been introduced to allow more effective monitoring of recommendations which have been made by the Overview and Scrutiny Board.

## **9. Work Plan**

113 - 144

The Overview and Scrutiny (O&S) Committee is asked to consider and identify work priorities for publication in a Work Plan.

No other items of business can be considered unless the Chairman decides the matter is urgent for reasons that must be specified and recorded in the Minutes.

**BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL**  
**OVERVIEW AND SCRUTINY BOARD**

Minutes of the Meeting held on 15 July 2025 at 6.00 pm

Present:-

Cllr K Salmon – Chairman

Cllr S Aitkenhead – Vice-Chairman

Present: Cllr P Broadhead, Cllr J Beesley, Cllr L Dedman, Cllr M Dower,  
Cllr C Goodall, Cllr S Mackrow, Cllr L Northover, Cllr Dr F Rice,  
Cllr T Trent, Cllr O Walters and Cllr C Weight

Also in attendance: Cllr R Burton, Cllr M Earl, Cllr J Hanna and Cllr S Carr-Brown

25. Apologies

There were no apologies received

26. Substitute Members

There were no substitute members.

27. Declarations of Interests

The Chair and Cllr S Mackrow declared personal interests for transparency in relation to agenda item 8, Scrutiny of Budget related Cabinet Reports, due to a family member being in receipt of an EHCP and the issues around SEND funding.

28. Confirmation of Minutes

The minutes of the meeting held on 9 August were approved as a correct record subject to the following amendments:

- Clause 17: Add to the end of the paragraph in Agenda Item 9 – “Leisure services presentation as they were a representative on Sport Pool and as an operator of a non-profit club using it.”
- Clause 22: Add to the end of the opening paragraph – “The potential operator had withdrawn.”
- Clause 23: Final paragraph on page 12 should read – “Both BCP Council members present who are on the BDC board.”

The Chair updated the Board on actions from the previous meeting as follows:

- **Bournemouth Air Festival** – The Board supported Option 4, which was accepted by Cabinet.

- **Winter Gardens Project** – Recommendations were supported and accepted. The Board requested to scrutinise regeneration visions for the three towns. A Cabinet response is expected by 18 August.
- **Leisure Services** – The Board recommended the implementation of an access to leisure scheme across the BCP area, with emphasis on accessibility for people with disabilities. A Cabinet response is expected by 18 August.

29. Work Plan

The Chair presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'A' to these minutes in the Minute Book. The Board was advised that:

- The working group on the consultation framework, marked as completed, had not yet reported back. It was proposed to reopen the working group to consider recent consultations (e.g., Community Governance Review and car parking consultation) as case studies. This would help strengthen the recommendations and the framework under development.
- The Board would be the lead scrutiny body for the Local Plan
- There would be a member briefing session on Monday 8 September on the CRM system.

**RESOLVED that the working group on the public consultations framework be reopened to consider recent consultation exercises.**

30. Public Issues

There were no public questions or petitions. One public statement was received from Mr Rich Sullivan, on behalf of Children's Services Manager, in relation to agenda item 7, Enhancement to Pay and Reward Offer as follows:

The Pay and Reward (P&R) process is causing significant concern among Children's Social Care staff. The process has been unclear and misleading—initially suggesting flexibility in pay based on experience, only to later enforce uniform pay. This has left experienced Managers, ATM's, IRO's and Social Workers feeling undervalued, facing pay cuts up to £6,000 due to significant reduction in LMS and lack of recognition. These changes threaten staff morale, recruitment, and retention, ultimately impacting the quality of care for vulnerable children and families. The team urges Cabinet to recall the 2020/2021 staffing crisis that led to an inadequate OFSTED rating. We are now rated "Good" and want to stay that way—but to do so, we must retain experienced staff through fair and competitive compensation. The council must not rely solely on goodwill without offering reciprocal support. We call for Current Pay to be maintained to reflect experience and tenure.

31. Enhancement to Pay and Reward Offer

The Portfolio Holder for Transformation, Resources and Governance presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'B' to these minutes in the Minute Book. The Board was advised that BCP Council had been seeking to reach a collective agreement with its recognised trade unions since February 2023. An enhanced offer was proposed, and the trade unions have put this offer to their members which has now been accepted. Both unions have agreed to proceed to a collective agreement. This enhanced offer has an additional financial cost to the Council of £1.752 million. Negotiations with trade unions on a new Pay and Reward package which aligns pay and conditions across all colleagues had been taking place since the inception of BCP in April 2019. The report set out the progress made since Cabinet last considered the results of the November trade union ballot process and outlines next steps.

The Chair invited representatives of both trade unions to address the Committee to provide an outline of the unions' positions.

A number of issues were discussed during consideration of this item including:

In discussion of this item, a number of issues were raised and responded to, including:

- Impact on Staff - Concern was expressed that some staff may be adversely affected by the changes. Officers acknowledged this and explained that while the overall package was designed to be fair and equitable, there were inevitably some individuals whose positions would be less favourable under the new structure.
- Appeals Process - The Board was informed that a formal appeals process had been agreed with the trade unions to address concerns about job descriptions and role matching. Although the process steps had been finalised, the exact timing of implementation was still under discussion.
- Recruitment and Retention Payments - It was noted that the widening of pay bands had affected the calculation of recruitment and retention payments particularly within Children's Services. Officers confirmed that this issue was being reviewed urgently to ensure that any risks related to equal pay claims were mitigated. The Council was working closely with legal advisors to address this matter at pace.
- Legal and Industrial Relations Risks - The risks of not proceeding with the enhanced offer were clearly outlined. These included potential equal pay claims, unfair dismissal claims, and the possibility of industrial action. Officers stressed that reaching a collective agreement was essential to avoid these outcomes and to provide stability.
- Recognition of Progress - The Board acknowledged the significant achievement in reaching a collective agreement with the unions. The complexity of aligning pay and conditions across a newly formed unitary

authority was recognised, and the efforts of both officers and union representatives were congratulated.

- Implementation Challenges - The scale of work required to implement the new arrangements was discussed. This included the need to establish job evaluation panels to review any contested role profiles and the concurrent implementation of a new payroll system. Officers assured the Board that appropriate resources were being allocated to manage these transitions effectively.
- Staff Engagement and Union Ballots - The results of staff engagement exercises and union ballots were shared. UNISON reported a strong turnout and high levels of support for the proposal. GMB noted that it had been more difficult to engage with school-based staff. The unions reiterated their commitment to supporting their members through the transition.

Following discussion, it was **RESOLVED that the Overview and Scrutiny Board endorse the following recommendations from Cabinet to Council**

- a) Agree the additional costs associated with enhancing the proposed Pay and Reward offer.
- b) Agree the additional savings proposals outlined in Appendix 1 to ensure the cost implications of the proposal remain consistent with the February 2025 endorsed Medium Term Financial Plan.
- c) Agrees the details of the enhanced offer shown in Appendix 4 and 5 that will form the basis of the signed collective agreement with our recognised trade unions.
- d) Approves the recommended implementation date of 1 December 2025.

The meeting adjourned between 7:59pm and 8.09pm

### 32. Scrutiny of Budget reports to Cabinet

The Chief Finance Officer presented the item, which consisted of 2 reports, Financial Outturn 2024/25 and Medium-Term Financial Plan Update, copies of which had been circulated to each Member and copies of which appear as Appendix 'C' and 'D' to these minutes in the Minute Book. The reports outlined the Council's financial performance over the past year, including a revenue surplus of £1.2 million, and set out the financial planning assumptions and risks for the years ahead. A number of key areas were raised in discussion of this item including:

- SEND Budget and High Needs Block - Concern was expressed about the continued under forecasting of SEND expenditure and the growing deficit in the High Needs Block. The national context of the issue along with the scale and complexity of it were noted by the Board. The Board endorsed the actions taken by officers, the Leader of the Council, Portfolio Holder and in addressing the SEND deficit. It was noted that the Children's Services O&S Committee continued to monitor the situation.

- Use of Reserves and Savings - The Financial Outturn report highlighted that the 2024/25 budget had been balanced using savings rather than reserves, marking a shift from previous years. Members welcomed this approach but noted the ongoing challenge of delivering savings in a high-cost environment.
- Resident Card Scheme - The Board noted the proposal to set aside £0.5 million in an earmarked reserve to manage potential risks associated with income from the new resident card pilot scheme.
- Poole Museums Capital Scheme - Concerns were raised about the forecasted overspend of £0.55 million and a £0.8 million shortfall in third-party contributions. The revised funding strategy would require an increase in prudential borrowing of £1.3 million.
- Business Rates Adjustment - In response to a question regarding the budget being balanced through savings the Chief Finance Officer explained that an in-year adjustment to business rates had provided a one-off resource that could be used to address short-term pressures.
- Council Tax Collection - The Board discussed the implications of collecting Council Tax over 12 months, with some concern expressed about the potential impact on household finances.
- Future Year Savings Programme - Members sought clarification on where future savings would be made and how realistic the assumptions were, particularly considering service demand pressures.
- Redhill Paddling Pool - A query was raised regarding the status of this facility in the 2025/26 budget refresh, with a request for clarification on whether it had been removed from the savings programme.
- Legal and Related Costs - A question was asked about whether provisions had been made in earmarked reserves for potential legal costs, particularly in light of possible risks.

Following discussion, it was agreed to note the content of the Financial Outturn and MTFP reports and:

**RESOLVED that the Overview and Scrutiny Board endorses Recommendation C of the Medium-Term Financial Plan report, acknowledging the actions taken by officers, the Leader of the Council, and the Children's Services Overview and Scrutiny Committee in addressing the SEND deficit.**

The meeting ended at 8.14 pm

CHAIRMAN

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## OVERVIEW AND SCRUTINY BOARD



Report subject	<b>Commercial Operations</b>
Meeting date	22 September 2025
Status	Public Report
Executive summary	Following a request from the Overview and Scrutiny Board for a report of the operating practices for the Commercial Operations Service, this report provides an overview of the service and details in response to the specific items in Key Lines of Enquiry document which has been provided from the Board in relation to this item.
<b>Recommendations</b>	<p><b>It is RECOMMENDED that:</b></p> <p><b>(a) The Overview and Scrutiny Board note the detail provided within this report</b></p>
Reason for recommendations	This report provides responses in relation to the Key Lines of Enquiry from the Overview and Scrutiny Board.

Portfolio Holder(s):	Councillor Richard Herrett, Portfolio Holder for Destination, Leisure and Commercial Operations
Corporate Director	Glynn Barton, Chief Operations Officer
Report Authors	Amanda Barrie, Director of Commercial Operations Helen Wildman, Head of Leisure and Events Anthony Rogers, Head of Seafront Helen Taverner, Head of Parking Operations and Enforcement Matt Hosey, Head of FCERM
Wards	Council-wide
Classification	For information

## Background

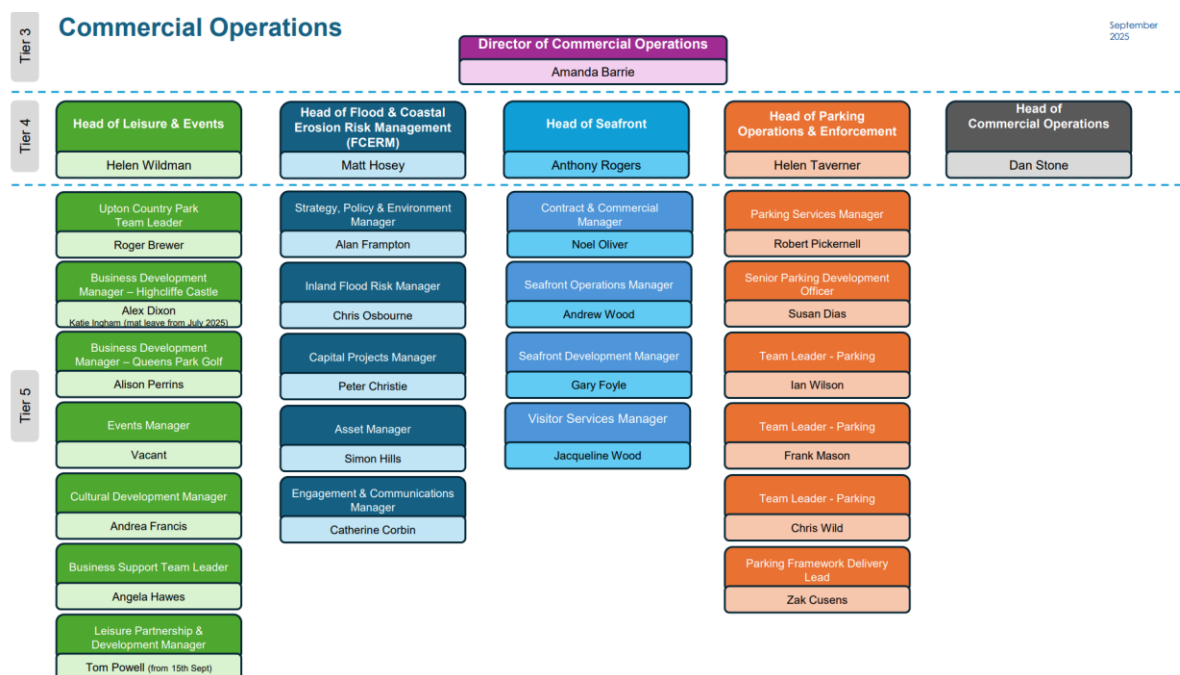
1. The Overview and Scrutiny Board have requested an overview of the operating practices for the Commercial Operations service.
2. This report provides an overview of the Commercial Operations service as well as providing responses to the Key Lines of Enquiry (KLOE) document which has been provided from the Board to facilitate this item.
3. Commercial Operations works to support the key ambitions of BCP Council through its five service areas, Leisure and Events, Seafront, Flood and Coastal Erosion Risk Management, Car Parking Operations and Enforcement and Commercial Operations, more detail on these areas is provided within this report to respond to the KLOE questions.
4. The Commercial Operations services work closely with each other as well as with many other council teams such as marketing, communications, facilities management, finance and investment and development to deliver its operations, the successful delivery of larger schemes as well as day to day business as usual activity is dependent on this cross-service working.
5. Some of the more recent achievements across Commercial Operations include:
  - Leisure centre insourcing completed October 2024
  - Completion of National Lottery Heritage projects at Upton Country Park (Phase 1) and Highcliffe Castle (Phase 7)
  - Highcliffe Castle Dorset Tourism Awards 2024 – Attraction of the Year (Bronze)
  - Highcliffe Castle Dorset Tourism Awards 2024 – Wedding Venue of the Year (Bronze)
  - Arts by the Sea Festival Dorset Tourism Awards 2024– Festival of the Year (Gold)
  - Arts by the Sea Festival DMB Tourism Awards 2024 – Event of the Year (Bronze)
  - Branksome Tennis centre Lawn Tennis Association (LTA) Park Venue of the Year

- Delivery of £750k phase 2 investment works at BIC refurbishing the Purbeck entrance and Bourne Lounge
- Installation of a soft play facility and multi-use sports courts at Kings Park Leisure and Learning Centre
- Installation of solar panels and air source heat pumps for 2RM
- Implementation of new staffing structure at Queens Park Golf Course
- Stabilisation of Upton House portico and colonnades through CIL funding
- Implementation of the commercial BCP Film Office
- Transfer of the Hengistbury Head Outdoor Education Centre to the community through the Community Asset Transfer process
- Successfully administered and managed over 1,000 major and minor events.
- Successfully delivered in house major events including the Arts by the Sea Festival 2024.
- Bournemouth Beach has been recognised as the 12th best beach in the world by TripAdvisor in their 25th Anniversary Travelers' Choice Awards
- Reopened beach hut waiting lists and implemented new management system for beach huts and accommodation bookings.
- Smugglers Adventure Golf Trip Advisor – Travellers Choice Award 2024
- Construction of the £10m Hengistbury Head Long Groyne replacement
- Christchurch Bay and Harbour FCERM Strategy – taken through Cabinet approval
- Delivery of a single parking app payment system across council car parks
- Prom Diner and Pier View – completed internal and external refurbishments works
- Refurbishment of Mudeford Pontoon and Lake Pier through CIL funding
- Significant progress with LUF development programme, including:
  - Construction of Bournemouth Voluntary Lifeguard Corps building
  - Completion of Hamworthy Park sea wall
  - Completion of Upton Country Park shoreline trail
  - Launched tender of Bournemouth Pier refurbishment contract

## Key lines of Enquiry

- a) **What is the organisational structure of Commercial Operations and how many staff are employed?**
6. A structure chart below in image 1 shows up to Tier 5. The Head of Commercial Operations is a new role of which the post holder has started in post as of 1 September.

**Image 1 – Commercial Operations structure chart Tier 3 -Tier 5**



7. At the time of writing this report, Commercial Operations has 438 permanent and fixed term staff. This includes a mixture of full time and part time staff and equates to approximately 340 full time equivalent staff.
8. In addition, at the time of this report being written we have 530 casual members of staff, these are across the Leisure and Events and seafront service areas.
9. Some areas of the service also have a strong and committed volunteer base who are a key part of the teams.

**b) What are the main activities of Commercial Operations?**

10. Commercial Operations consists of many of the customer facing income generating activities within the Council and the services within the directorate deliver these services to help meet the objectives of the Council and support the Medium Term Financial Plan.
11. The Commercial Operations service plan, as provided in Appendix 1, provides an overview of each of these service areas along with objectives. For the benefits of this report the main activities of the services have been summarised as below:
  - a. **Leisure and events** - enhance community wellbeing by expanding access to physical activities and supporting diverse opportunities suited to all residents. Collaborate with communities and event organisers to maintain and grow a successful events programme, prioritising safety and inclusivity for both residents and visitors. Foster lasting art and culture experiences, enabling everyone to engage creatively, managing heritage sites efficiently and sustainably, reinvesting in facilities while preserving listed buildings and green spaces, and aligning our heritage strategy with national programmes for greater impact and structured investment.

- b. **Seafront** - Provide a safe, attractive and vibrant award-winning seafront, which protects the natural environment whilst maximising commercial potential and attracts investment.
  - c. **Car parking operations and enforcement** - To provide a safe, efficient and customer focused parking service that supports the community, promotes sustainable travel and enhances the local environment. We aim to ensure a seamless parking experience that balances the needs of residents, visitors and businesses while contributing to the vitality and accessibility of our area.
  - d. **FCERM** - Deliver a unified service with neighbouring authorities, adopting a shared team approach under the 'South West Flood and Coastal' banner. This model will drive growth and efficiency, showing the advantages of shared resources. Collaborate with partners and communities to better understand local challenges, develop innovative, resilient solutions that address flooding and coastal change, all while enhancing and protecting the environment for current and future generations.
12. The Head of Commercial Operations is a new role which has been created and recruited into since the Commercial Operations service plan was finalised. The purpose of this role is to deliver a focussed commercial approach that drives income to contribute to a sustainable financial future and supports council services.
- c) What is the cost of Commercial Operations to the revenue budget?**
13. Commercial Operations supports the Council's Medium Term Financial Plan (MTFP) with a budgeted income position in the 25/26 financial year of (£23,180,190).
14. Table 1 below, provides a breakdown of the 25/26 budgeted income and expenditure for each service area within Commercial Operations.

**Table 1 Budget for Commercial Operations 25/26**

2025-26 Commercial Operations Budget						
	Director of Commercial Operations	Flood & Coastal Erosion Risk Management	Head of Commercial Operations	Leisure and Events	Parking Services	Seafront
Expenditure - Direct Activity	484,900	2,727,800	100,000	10,316,410	9,473,600	13,847,900
Income - Direct Activity	-	1,686,800	-	9,477,900	28,444,100	20,522,000
SubTotals	484,900	1,041,000	100,000	838,510	-18,970,500	- 6,674,100
TOTAL	-23,180,190					

**d) Are there any costs of Commercial Operations capitalised and if so, what projects are included?**

15. Commercial Operations delivers many capital projects across its service areas, an overview of the capital projects and funding is provided in tables below. The figures provided are for the 25/26 financial year, not the full scheme budgets.
16. Additional funding of £7.3 million Community Infrastructure Levy and further £6 million from the Environment Agency has recently been approved for Poole Bay to Hunger Hill flood defence and further £358,000 has been added to the Sterte flood defence works.

**Table 2 – Commercial Operations capital programme by service area**

Commercial Operations Capital Investment Programme summary by Service area	2025/26 current budget '£000
Leisure and Events	680
Flood & Coastal Erosion Risk Management	13,852
Parking Services	23
Seafront	20,735
<b>Total</b>	<b>35,290</b>

**Table 3 – Commercial Operations capital projects**

Capital Investment programme 2025/26 project list	25/26 Current Budget £,000
3G Artificial Pitch Rossmore Leisure Centre - Feasibility	129
Ashdown Leisure Centre Floodlights	6
Avon Beach to Highcliffe Beach Management	39
BCP Cliff Management Strategy	98
Beach Road Rear Car Park	23
Broadstone Underpass Mural	31
Canford Cliffs Pavilion	1,000
Christchurch Bay and Harbour FCERM Strategy	58
Christchurch Town Centre Strategy	64
Durley Chine Environmental Innovation Hub	265
Durlston to Hurst Sediment Resource Management programme	135
FCERM Partnership Funding	35
Highcliffe Beach Access Ramps	9
Highcliffe Castle, (inc Phoenix Flies Project)	32
Inland Asset Management System	36
Kinson Catchment Surface Water FAS	34
Lake Pier Major Refurbishment	2
Leisure centre management in-house set up and investment	156
MCA Project	3
Mudeford Beach House Café	550
Mudeford Ferry Pontoon	64

Mudeford Sandbanks Beach Management	40
New Beach Huts - Canford Cliffs	3,118
Poole Bay Beach Management 2020-2031	4,389
Poole Bridge to Hunger Hill (PB2HH) Flood Defences	8,518
RNLI Signage and Public Rescue Equipment	57
Sandbanks Pavilion	4
SEAFRONT (LUF) Alum Chine Cloisters (Feasibility)	53
SEAFRONT (LUF) Boscombe Pier (Feasibility)	26
SEAFRONT (LUF) Bournemouth Lifeguard Corps (New Building)	91
SEAFRONT (LUF) Bournemouth Pier (Future Leisure Offer)	116
SEAFRONT (LUF) Bournemouth Pier (Structural Engineering)	8,572
SEAFRONT (LUF) Coastal Heritage Trail (Culture)	456
SEAFRONT (LUF) East Cliff Lift (Future Leisure Offer)	98
SEAFRONT (LUF) East Cliff Lift (Stabilisation Works)	3,983
SEAFRONT (LUF) Hamworthy Sea Wall (Repairs)	74
SEAFRONT (LUF) Holes Bay Visual Arts Centre	8
SEAFRONT (LUF) Project Management & Sundry Costs	-
SEAFRONT (LUF) Promenade Infrastructure (Utility & Digital)	787
SEAFRONT (LUF) Seafront Beach Huts (Repairs & Upgrades)	1,059
SEAFRONT (LUF) Seafront Toilets (Repairs & Upgrades)	69
SEAFRONT (LUF) The Strand (Access, Amenity & Wellbeing)	271
SEAFRONT (LUF) Upton Country Park (Bridge & Cycle Path)	10
Upton Country Park - Discovery project	-
Upton Country Park New Play Attraction	16
Upton House stabilisation	158
Poole Bay, Harbour and Wareham FCERM Strategy	41
Whitley Lake Sea Defence Study	89
South West Storms Analysis	68
Jurassic Coast FCERM Mitigation Study (revenue)	173
Debris Screen Health and Safety Works	100
Poole Park Tennis Courts Resurface	80
<b>TOTAL</b>	<b>35,290</b>

**Table 4 – Funding for Commercial Operations Capital Programme**

<b>Commercial Operations Capital Investment Programme funding summary</b>	<b>2025/26 current budget '£000</b>
Government Grants	29,486
Prudential Borrowing	4,949
CIL	342
Third party contributions	307
Reserve Funding	87
S106	64
Non-government grants	32
Capital Receipts	23
<b>Total</b>	<b>35,290</b>

- e) What revenue streams and values are received by the Council arising from Commercial Operations seafront business?

**Table 5 – Seafront revenue income**

<b>Department</b>	<b>Cost Centre</b>	<b>25-26 Revised Budget '£000 Total income (ex VAT)</b>	<b>Notes</b>
<b>Seafront Carparking</b>	Car Parking	(286)	Undercliff Car Park
	<b>Sub Total</b>	<b>(286)</b>	
<b>Seafront Operations</b>	Steamer Point Holiday Cottage, Highcliffe	(20)	Bookings
	The Overstrand, Boscombe	(52)	Service / maintenance recharges
	Undercliff Prom	(3)	Commemorative benches
	Kidzone	(21)	Sponsorship income
	Branksome Dene Community Room	(90)	Bookings
	Moorings and Dinghy Park, Christchurch	(52)	Site rentals
	Tourist Information Centre	(79)	Retail income
	Hedgehog Kiosk Lower Gardens	(168)	Catering
	Lower Gardens Mini-Golf	(170)	Leisure attraction
	Seafront Management	(280)	Tenant utility recharges
	<b>Sub Total</b>	<b>(934)</b>	

<b>Beach Huts and Lodges</b>	Super Huts	(132)	Longer leases
	Overnight Beach Lodges	(867)	Bookings
	Beach Huts	(3,484)	Annual + casual hire
	Private Sites	(3,884)	Pitch only annual hire
	<b>Sub Total</b>	<b>(8,367)</b>	
<b>Seafront Commercial</b>	Sandbanks Mini Golf	(112)	Leisure attraction
	Chairs & Sunbeds	(202)	Equipment hire
	Cliff Lifts	(147)	Ticket income
	Piers	(274)	B'mth Pier toll
	Smuggler's Cove Mini Golf	(418)	Leisure attraction
	Land Trains	(419)	Ticket income
	Concessions	(550)	Temp / Mobile
	B'mth Amusement Arcade	(2,206)	Leisure attraction
	Contracts	(1,910)	Fixed / buildings
	Seafront Catering	(4,698)	Catering
	<b>Sub Total</b>	<b>(10,936)</b>	
	<b>Total</b>	<b>(20,522)</b>	

**f) Does the seafront have a vision, a strategy and business plan for the future?**

17. The Council's visions and objectives for the seafront are set out in its Seafront Strategy (Appendix 2). The strategy provides a long-term framework (20 years) for investment, regeneration, and sustainable development along the seafront, and is informed by public consultation, surveys, and stakeholder engagement.
18. The Seafront Strategy was formally adopted by Cabinet in April 2022. It was the Council's first comprehensive strategy for its 15 miles of coastline and 26 miles of harbour-side landscape. It was reviewed and updated during 2024, with the revised strategy approved by Cabinet in July 2024. This refresh reflected new organisational priorities, environmental goals, and community access improvements.
19. Key initiatives and projects currently being planned, delivered or recently completed include:
- Piers & Pontoons**  
Assessment and refurbishment work at all 4 main structures: Bournemouth, Boscombe, Mudeford & Lake Pier
  - Cliff Stabilisation**  
Works to assess & stabilise slips at various sites including: Canford Cliffs, West & East Cliff and Portman Ravine
  - In-house catering**  
Refurbishment of main BCP Council outlets inc: Prom Diner and Prom Cafe

- **Concessions**  
Private investment at Rockwater, Overstrand, Neptune, SOBO, Mudeford Café and Durley Environmental Hub.
- **Beach Huts**  
Refurbishment and replacement programme of BCP Council owned assets.
- **Health & Safety**  
Investment in new RNLI signage, rescue equipment, defibrillators & trauma kits, a new multi-agency control centre (MACC), CCTV and body worn cameras and cliff top fencing.
- **Public toilets**  
Ongoing refurbishment programme inc: Sandbanks, Canford Cliffs, Alum Chine, Bournemouth West & East, Boscombe West, Portman, Mudeford, Friars Cliff.
- **Culture**  
New trails and art works at sites across the BCP seafront.

20. To support the delivery of the BCP Council Seafront Strategy, a separate Seafront Service Plan is produced annually (Appendix 3). This provides more detailed information on operational delivery and demonstrates how the service helps to deliver on corporate priorities, and how success is measured. The overarching aim is to provide a safe, attractive and vibrant award-winning seafront, which protects the natural environment whilst maximising commercial potential and attracting investment.

21. The Seafront Service Plan feeds into the overarching Commercial Operations Service Plan.

**g) Does the seafront have a service delivery plan?**

22. This KLOE question has been responded to under question f) above.

**h) What are the challenges for the seafront?**

23. Key challenges, which may also be considered opportunities at times, include:

- a. Seasonality of business
- b. Climate change and environment
- c. Cliff stability
- d. Service resilience
- e. High level of public interest and scrutiny
- f. Third party land ownership
- g. Other council priorities
- h. Macroeconomic influences
- i. Evolving leisure trends

**i) Does the seafront have any legal partnerships or other business relationships?**

24. Key Stakeholders & Partners include:

- a. Royal National Lifeboat Institution (RNLI) / HM Coastguard / Emergency Services
- b. Seafront Businesses, Clubs and Organisations
- c. Government Agencies:

- Environment Agency (EA)
- Marine Management Organisation (MMO)
- Department for Levelling Up, Housing and Communities (DLUHC)
- d. Landowners (Crown Estate / Meyrick Estate / Cooper Dean Estate)
- e. Beach Hut Associations (Poole / Bournemouth / Hamworthy / Mudeford / Friars Cliff)

**j) What external stakeholders does the seafront engage with, how are the relationships managed and what procedures exist to facilitate this?**

25. The Seafront Service regularly engages with a wide variety of stakeholders, individuals, groups, organisations and businesses, using a wide range of communication platforms. In addition to those above these often include:

- Residents and resident associations
- Tourism partners, hoteliers and attraction providers
- Licensees and tenants
- Sports clubs, groups and event organisers
- Education providers and local schools/nurseries
- Press and media outlets
- Environmental organisations and utility suppliers
- Internal teams across BCP Council, and other Councils and public organisations

26. The range and type of stakeholders can vary considerably depending on the nature of the issues, or work being delivered.

27. Relationships are managed through a range of methods depending on the nature and value of service. For example, the RNLI lifeguarding service contract is managed through monthly partnership meetings, whereas meetings with commercial tenants may be less frequent or as required.

28. Relations with key customer groups such as Beach Hut Associations are managed through attendance at association meetings, or as required at a representative or individual level. Relations with landowners such as Meyrick Estates or Cooper Dean Estates are usually led by BCP Council Estates Department.

**k) How are conditions of contracts monitored?**

29. Compliance with contractual obligations, including identifying any potential issues or risks related to the contract's execution and completion, are carried out through meetings with tenants, site inspections and correspondence to ensure conditions are adhered to.

30. Delivery of New Engineering Contracts (NEC) for Civil Engineering projects is administered using specialist software (CEMAR) to track all communications, expenditure and contractual decisions.

31. Management of NEC contracts is undertaken by staff who are NEC accredited (trained and qualified to either NEC Project Manager or NEC Site Supervisor)

**l) Are contract progress and closedown reviews conducted?**

32. As above, regular progress and closedown meetings with tenants, site inspections and correspondence to ensure contracts and leases are managed effectively.

**m) What is the process for identifying the need for and approval for a commercial contract?**

33. The Seafront Strategy outlines aspirations for each character area along the seafront (Appendix 2), guiding the identification and implementation of future opportunities.
34. Additionally, the Council receives numerous commercial proposals from external providers each year. These proposals are evaluated and advanced should they align with service needs, resident and visitor demand and the Councils strategic and financial objectives. These would also go through the relevant procurement processes in order to progress.

#### **Summary of financial implications**

35. This is an information report only and the details of the service revenue and capital budgets are set out in the body of the report

#### **Summary of legal implications**

36. There are no immediate specific legal implications from this report. However, the council must ensure that it considers particular contractual obligations with third-parties that may restrict the disclosure of commercial, sensitive or legally privileged information.
37. Consequently, the Overview and Scrutiny Board will need to be aware of the above considerations if matters arising include particular contractual arrangements. Moreover, there may be related procurement considerations that are relevant.

#### **Summary of human resources implications**

38. This report does not identify any human resource implications.

#### **Summary of sustainability impact**

39. Commercial Operations work closely with the sustainability team and considers sustainability within all areas of the service. The management of the seafront area and the work delivered by the FCERM team closely considers climate change and options to deliver work to positively support this area. The leisure team have delivered improvements within centres to become more energy efficient to support the climate emergency.

#### **Summary of public health implications**

40. Services within Commercial Operations positively support Public Health, in particular the leisure service and seafront through the provision and management of open space to support the enjoyment of this area for health and wellbeing benefits.

#### **Summary of equality implications**

41. No EIA assessment has been undertaken as this report is for information only.

#### **Summary of risk assessment**

42. No risk assessment has been undertaken as this report is for information only.

#### **Appendices**

- |            |                                    |
|------------|------------------------------------|
| Appendix 1 | Commercial Operations service plan |
| Appendix 2 | Seafront strategy                  |
| Appendix 3 | Seafront service plan              |

# Commercial Operations

## Service Plan 2025/2026 and 2026/2027



# Introduction

This service plan demonstrates how our service helps to deliver the priorities set out in the BCP Council Corporate Strategy and how we measure our success.



Our service contributes to the key ambitions of:

- Our communities have pride in our streets, neighbourhoods and public spaces.
- Climate change is tackled through sustainable policies and practices.
- Our green spaces flourish and support the wellbeing of both people and nature.
- High quality of life for all, where people can be active, healthy and independent.
- Working closely with partners, removing barriers and empowering others.
- Using data insights and feedback to shape services and solutions
- Providing accessible and inclusive services, showing care in our approach.
- Creating an environment for innovation, learning and leadership
- Developing a passionate, proud, valued and diverse workforce
- Revitalised high streets and regenerated key sites create new opportunities
- Working together everyone feels safe and secure
- People and places are connected by sustainable and modern infrastructure

### **Services within Commercial Operations**

- Leisure and events
- Car parking operations and enforcement
- Seafront
- Flood and Coastal Erosion and Risk Management (FCERM)

### **Our service vision is:**

**To be an efficient, forward looking and innovative department with safety and wellbeing at its heart, working closely with council teams and external stakeholders to drive income growth and deliver objectives which support the vision and ambitions of BCP Council.**

To achieve the above and the objectives detailed in this service plan focus will be given to the voice of the customer (VoC), understanding and acting on customer feedback to improve products, services, and overall customer experience as well as to inform business decisions and drive positive outcomes.

### **Leisure and events**

- Making a positive difference to the physical and mental wellbeing of our communities by increasing the range of and access to opportunities, thus building activity and movement into daily life. We will work with residents, communities, and activity providers to deliver a range of opportunities for people to be physically active in ways that best suit them.
- We aim to continue to work with our residents and communities to build on the successful event programme across the BCP conurbation, enabling communities to develop and grow this programme for residents and visitors alike whilst ensuring safety is at the heart of our work.
- Our vision is to create lasting art and culture that can be enjoyed by our residents and visitors embracing our diverse communities and enabling them to develop, experience and enjoy art for the future.
- Align BCP Council's heritage approach to focus on high-performing, cost-neutral operations using effective resource, increasing commercial targets which can be reinvested in the facilities whilst preserving the listed buildings and open spaces and providing a single link to the National Heritage Lottery and a structured heritage strategy.

### **Car parking operations and enforcement**

- To provide a safe, efficient and customer focused parking service that supports the community, promotes sustainable travel and enhances the local environment. We aim to ensure a seamless parking experience that balances the needs of residents, visitors and businesses while contributing to the vitality and accessibility of our area.
- Controlling the supply and cost of car parking, reducing congestion, noise and pollution.

### **FCERM**

- Deliver a shared service with neighbouring authorities, mirroring the model of similar partnerships that have been successfully delivering FCERM projects as part of the national programme. Our vision is that this single team model, under the banner of 'South West Flood and Coastal' will be a catalyst for growth with broader authorities recognising the benefits of sharing resource.
- We are a centre of expertise for flood and coastal erosion risk management, providing services to address the challenges of flooding and coastal change. We work with partners and local communities to share understanding of the challenges faced, enabling development of innovative solutions to strengthen resilience while enhancing the environment.

### **Seafront**

- Provide a safe, attractive and vibrant award-winning seafront, which protects the natural environment whilst maximising commercial potential and attracts investment.

## **Service achievements in 2024/2025**

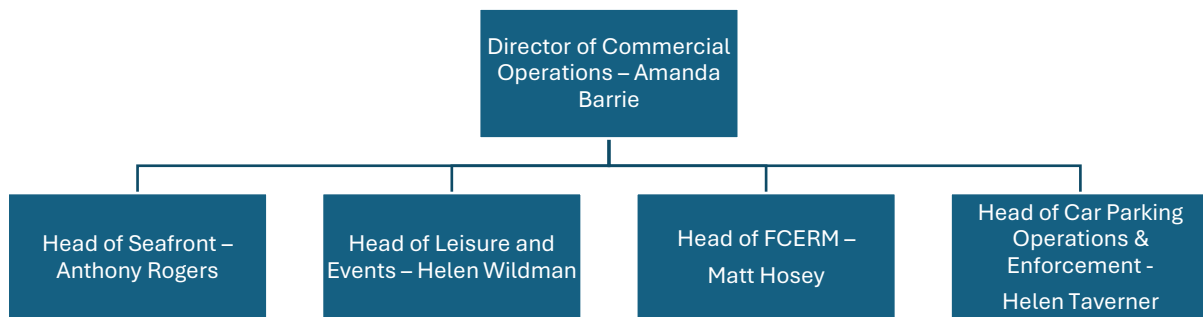
- Leisure centre insourcing completed October 2024
- Completion of National Lottery Heritage projects at Upton Country Park and Highcliffe Castle
- Highcliffe Castle Hitched Wedding award for being one of the most valued and recommended vendors by the couples on the Hitched UK site
- Highcliffe Castle Dorset Tourism Awards – Attraction of the Year (Bronze)
- Highcliffe Castle Dorset Tourism Awards – Wedding Venue of the Year (Bronze)
- Highcliffe Castle 2025 Wedding Industry Awards – Highly Commended - Regional
- Arts by the Sea Festival Dorset Tourism Awards – Festival of the Year (Gold)
- Arts by the Sea Festival DMB Tourism Awards – Event of the Year (Bronze)

- Branksome Tennis centre LTA Park Venue of the Year
- Successfully delivered and marketed major iconic events including Bournemouth Air Festival, Arts by the Sea Festival, Christmas Tree Wonderland & Poole Christmas Maritime Light Trail
- Delivery of £750k phase 2 investment works at BIC refurbishing the Purbeck entrance and Bourne Lounge
- Supported delivery of the 2024 General Election count at King Park Leisure and Learning Centre
- Installation of a soft play facility and multi-use sports courts at Kings Park Leisure and Learning Centre
- Installation of solar panels and air source heat pumps for 2RM
- Implementation of new staffing structure at Queens Park Golf
- Stabilisation of Upton House portico and colonnades through CIL funding
- Implementation of commercial film office
- Transfer of the Hengistbury Head Outdoor Education Centre to the community through the Community Asset Transfer process
- Successfully administered and managed over 1,000 major and minor events.
- Car parking tariff Increase implemented.
- 12 Blue Flags + 14 Seaside Awards during summer 2024
- Bournemouth Beach has been recognised as the 12th best beach in the world by TripAdvisor in their 25th Anniversary Travelers' Choice Awards
- Reopened beach hut waiting lists and implemented new management system for beach huts and accommodation bookings.
- Durley Environmental Hub Bournemouth Local Business Awards 24/25
- Durley Environmental Hub Green/Eco Business Award - Gold Winner (Feb 25)
- Smugglers Adventure Golf Trip Advisor – Travellers Choice Award 2024
- Construction of the £10m Hengistbury Head Long Groyne replacement
- Development of the Poole Bridge to Hunger Hill Flood Defence Scheme – Detailed design completion and submission of full planning application
- Christchurch Bay and Harbour FCERM Strategy – taken through Cabinet approval and progressing approval from the Environment Agency's Large Projects Review Group
- Completion of the Level 1 Strategic Flood Risk Assessment in line with the BCP Local Plan & commencement of level 2 SFRA for Poole Town
- Completion of BCP wide flood model, including introduction of tidal flood risk
- Completion of the Hamworthy Seawall encasement project
- Building of BCP wide Inland Flood Risk Asset database
- Saved over £3m to support 24/25 budget
- Prom Diner and Pier View – completed internal and external refurbishments works
- Delivered extensive refurbishment of public toilets at Mudeford, Bournemouth East, Boscombe West and Pier View

- Refurbishment of Mudeford Pontoon and Lake Pier through CIL funding
- Significant progress with LUF development programme, including:
  - Construction of Bournemouth Voluntary Lifeguard Corps building
  - Completion of Hamworthy Park sea wall
  - Completion of Upton Country Park shoreline trail
  - Launched tender of Bournemouth Pier refurbishment contract

## Team Overview

### Structure Chart



### Leisure and events

**Leisure** -responsible for all leisure centres both contracted and in house provision, ensuring they run effectively and safely. Contract management of the Bournemouth International Centre and Pavilion and all community leisure sites including Tennis provision. Oversight of the national and local leisure picture linking in with national strategies on provision.

**Upton Country Park** - responsible for the safe operational management and development of the Grade 2\* listed property with the house used for weddings and functions as well as maintaining a country park, SANG area and commercial tea rooms.

**Highcliffe Castle** - responsible for the safe operational management and development of the Grade 1 listed Highcliffe Castle. This includes managing the public open space, operating a

visitor attraction, managing over 100 volunteers, providing weddings and events and commercially operating the castle whilst protecting the heritage attraction.

**Queens Park Golf Course** - responsible for the safe operational management and development of Queens Park Golf Course. This includes managing golf operations, the café, functions and events along with the public open space. The team also manage commemorative seating, roundabout sponsorship, Street food corner and Kings Park Athletics sports bookings.

**Events** - responsible for developing and animating a vibrant year-round events calendar. This includes providing an outdoor events service for all events organised on parks, gardens, open space and highways, ensuring a high quality, sustainable and profitable offer for our businesses and visitors and supporting the wider strategic events offer both for internal events and the 1,000 external events on BCP Council land. The events team also manage the market contracts across BCP Council and the commercial film office.

**Cultural development** - responsible for the development and management of the annual Arts by the Sea festival along with providing arts development across the BCP conurbation supporting and working with communities. Responsibilities also include the delivery of art installations specifically for the Levelling up Fund.

**National Portfolio Organisations (NPO's)** - With our NPO's we will grow our partnerships and support them with their objectives whilst ensuring we meet the corporate strategy links to culture and wellbeing.

#### **Car parking operations and enforcement**

Responsible for the management and operations of on-street and off-street council car parking areas, enforcement of parking regulations, processing of statutory notices, challenges, representations and appeals and the recovery of parking debt. The team support parking permit administration as well as maintenance and replacement of parking related machinery and support parking initiatives to support local businesses and events.

The team work closely with the traffic and highways teams to review and deliver changes in parking policy and strategy.

#### **Flood and Coastal Erosion Risk Management (FCERM)**

The FCERM team exists to reduce the risk of either flooding or erosion to our communities. Climate change is bringing increased challenges with sea level rise and increased storminess, whether from erosion of our shoreline, tidal flood risk in low lying coastal areas, or inland flooding from heavy rainfall or high groundwater levels.

They work closely with the Environment Agency (EA) who have the Strategic Overview of the national FCERM investment programme, delegated from Defra, to deliver against targets to better protect people and property against flood and erosion risks.

With the progression into shared services and formation of South West Food and Coastal, this will solidify the capital programme and help deliver the go to expert client FCERM project management team in the region.

## **Seafront**

The Service manages and develops:

- 15 miles of world class coastline with 24 individual beach areas zoned in 18 character areas
- 12 Beach Offices and Bournemouth Tourist Information Centre
- Seafront Ranger Service, Land Trains and RNLI Lifeguards
- Over 3700 beach huts, Bournemouth Beach Lodges and private hire rooms
- 45 contracts & leases for a wide range of commercial outlets and attractions
- Seafront Strategy and facility development
- 4 historic piers and a variety of heritage attractions
- 24 catering outlets and 30 blocks of public toilets

## **SWOT Analysis**

<b><u>Strengths</u></b> <ul style="list-style-type: none"> <li>• Experienced staff</li> <li>• Engaged stakeholders</li> <li>• World class events</li> <li>• Award winning facilities</li> </ul>	<b><u>Weaknesses</u></b> <ul style="list-style-type: none"> <li>• Ageing facilities and infrastructure</li> <li>• Ability due to processes to react at pace</li> <li>• Resource capacity</li> <li>• Seasonality of business</li> </ul>
<b><u>Opportunities</u></b> <ul style="list-style-type: none"> <li>• External funding</li> <li>• Enhanced joined up approach - internal and external</li> <li>• Proactive approach to limit impact of identified weaknesses</li> </ul>	<b><u>Threats</u></b> <ul style="list-style-type: none"> <li>• Financial pressures</li> <li>• Additional savings</li> <li>• Condition of facilities</li> <li>• Staff retention</li> <li>• Climate change</li> </ul>

## **Key Plans and Strategies**

**Playing Pitch Strategy** - This strategy centres on the provision of high-quality playing pitches which are as inviting as possible. It aims to meet the demand for participation in club based and informal / casual sports, provided in partnership.

<https://www.bcpccouncil.gov.uk/about-the-council/strategies-plans-and-policies/playing-pitch-strategy>

**Built Facilities Needs Assessment and action plan** – a review of all leisure built facilities to assess their condition and future requirements to inform the local plan and

provide an action plan for both the Council and partners to use for future funding opportunities. [Mar 23 - BCP-Built Sports Facilities Needs Assessment final.pdf / BCP Draft Built Facility Strategy Action Plan 2023 updated 220523.xlsx](#)

**Health & Wellbeing strategy** – this strategy focuses on 3 key priorities: empowering communities, promoting healthy lives and support and challenge. [Health and Wellbeing Strategy 2020 - 2023 \(bcpcouncil.gov.uk\)](#)

**Local transport Plan** [Local Transport Plan | BCP \(bcpcouncil.gov.uk\)](#)

**Parking Standards** [Parking-Standards-Supplementary-Planning-Document \(bcpcouncil.gov.uk\)](#)

**Safer routes to school programme** [Safer routes to school programme | BCP \(bcpcouncil.gov.uk\)](#)

**BCP Local Plan** [BCP Local Plan | BCP \(bcpcouncil.gov.uk\)](#)

**Shoreline Management Plans** (<https://twobays.net/smp/>)

**BCP Seafront strategy**

#### **External strategies linked to service**

- Active Dorset – Move for Movement Strategy [A Movement for Movement | Active Dorset](#)
- Sport England – Uniting the Movement [Uniting the Movement | Sport England](#)
- National Water Safety Forum - UK Drowning Prevention Strategy 2016-2026 [Strategy | National Water Safety Forum](#)

#### **Key service stakeholders**

- BH Live
- YMCA
- Coastal BID
- Bournemouth Town Centre BID
- Poole BID
- Christchurch BID
- Active Dorset
- Sport England
- Arts Council
- Heritage Lottery
- St Aldhelm's Academy (joint use)
- Magna Academy (joint use)
- Football Association
- Beach Hut Associations
- RNLI and Coastguard

- Emergency Services
- Seafront Businesses, Clubs and Organisations
- East Devon District Council

## Market Opportunities

### Key audiences

- Local residents
- Local community groups
- Visitors – up to and including the M4 corridor.
- National and local businesses

### Growth opportunities

- Film Office – increase in location film production across BCP
- Joined up wedding offer across BCP Council venues
- Practice facilities and indoor soft play – Queens Park Golf Course
- Redesign of Upton tearooms to increase income and service.
- Public donations / fundraising for specific projects
- Further harmonisation of BCP Leisure offering with contracted facilities
- Enhancing and expanding the food and beverage offer attracting and enabling private investment and community led regeneration
- Improving the variety & quality of sports and leisure provision, working in partnership with local clubs, organisations event organisers and governing bodies.
- Drive visits and dwell time by improving the experience for all visitors by continuing to raise standards of presentation and cleanliness.
- Through investment in our assets and making use of new technologies we will be able to offer a more flexible parking offer that can adapt to meet the changing needs of our town centre business, leisure and retail needs.
- Integrated systems will be able to offer more flexible tariffs such as pricing by demand, vehicle emissions, online pre booking and validated parking options.
- Actively engage with major stakeholders to build on existing business customer base.
- Explore potential efficiencies through the use of camera enforcement of moving traffic.

## Our priorities and actions for 2025/2026 and 22026/2027

Corporate Priority/Driver	Action	Outcome	Owner	Completion Date	Internal support required
Our people and communities	Enhance the communication between all levels	More engaged and informed staff and enhanced	All Managers	March 2026	HR, Finance,

	of staff and deliver training and development opportunities	upskilling and resilience within teams			Communication team
Our place & Environment	Develop approach for using data to inform business decisions and drive positive outcomes	More informed decision making	All Managers	March 2027	ICT, finance
Our Place & Environment	Detailed review of procurement contracts, and off contract spend to ensure efficiency is delivered and value for money is improved	More informed decision making Improved financial position and value for money	All Managers	Ongoing	Procurement, Operations Directors Management Team, Finance
Our Place & Environment	Deliver new initiatives to reduce carbon footprint	Enhanced sustainability	All Managers	Ongoing	Finance, Procurement, Facilities Management
Our People & Communities	Create a Head of Commercial Operations role in management structure and recruit	Provide expertise into services Support operational delivery and financial position of the services	Director of Commercial Operations	October 2025	HR
Our place & Environment	Development of Parking Framework	Delivery of rationalised permit scheme, review and implementation of new tariff structure and new operational approaches delivered	Head of Car Parking Operations and Enforcement	March 2026	Finance, Legal, Policy & Insight team
Our place & Environment	Review of on street paid for parking areas	Public engagement undertaken over proposals and approved approach taken forward	Head of Car Parking Operations and Enforcement	April 2026	Finance, Legal, Policy & Insight team

Our place & Environment	Parking offer for residents' card	Parking offers developed and delivered to support the resident's card	Head of Car Parking Operations and Enforcement	April 2026	Finance, legal
Our People & Communities	Development of a paddle tennis strategy leading to procurement across BCP	Increased income Increased active living	Head of Leisure and Events	March 26	Procurement, legal, finance
Our People & Communities	Progression of the Two Riversmeet studios through planning, procurement to award	Increased income Increased active living Future sustainability of leisure centres	Head of Leisure and Events	March 26	Procurement, legal, finance, planning
Our People & Communities	Business case development and funding mechanism agreed for leisure facilities including, outdoor fixtures and refurbishments including the athletics tracks and tennis courts at Ashdown Leisure centre and the community cafe and soft play at Rossmore leisure centre and for plant room and lighting upgrades across Poole Leisure Sites using sustainability reserves to reduce utility costs	Increased income Increased active living Future sustainability of leisure centres	Head of Leisure and Events	March 26	Finance, planning, legal, Facilities Management
Our People & Communities	Progression of deep refurbishment option through to funding at Dolphin	Increased income Increased active living Future	Head of Leisure and Events	March 26	Finance, Facilities Management,

	Leisure Centre to include staff facilities upgrade	sustainability of leisure centres			Investment & Development
Our People & Communities	Restructure and continued harmonisation across Leisure Partnership & Development and BCP Leisure teams	Reduced operational costs Future sustainability of leisure centre	Head of Leisure and Events	March 26	HR, Finance
Our People & Communities	To restructure the business support and events team to shape the future commercial approach for the service	Reduced operational costs Improved customer journey	Head of Leisure and Events	June 25	HR, Finance
Our Place & Environment	Development of a Heritage Strategy and production of businesses cases for a joined up future heritage Lottery Fund bid	improved access to funding Sets vision & direction	Head of Leisure and Events	March 26	Legal, finance, Facilities Management, Environment, Investment and Development, Communications team
Our Place & Environment	Progression of a proactive donations scheme and online sales across our heritage sites as part of the heritage harmonisation	Income generation Preserving our heritage	Head of Leisure and Events	September 25	Finance, Legal, Communications and Marketing team
Our People & Communities	Implementation of a centralised approach to weddings	Improved customer journey Income generation	Head of Leisure and Events	August 25	Finance, Legal, Communications

					and Marketing team
Our People & Communities	Safely deliver the Arts by the Sea festival on budget whilst supporting work for a future community model	Supporting our Town Centre Bringing culture to areas of deprivation Supporting health and wellbeing	Head of Leisure and Events	October 25	Finance, Legal, Communications and Marketing team
Our People & Communities	Digitalisation of the events application process to support the events framework and simplify the resource used and process for external organisers	Improved customer journey reduced operating costs	Head of Leisure and Events	September 25	Finance, ICT, Legal, Communications and Marketing team
Our Place & Environment	Progress delivery of the Cliff Management Strategy and provide clarity on asset investment priorities for the Cliff Working Group	More informed decision making Environmental sustainability	Head of FCERM	March 26	Finance, Legal, Communications team, Planning, Procurement
Our Place & Environment	Progress delivery of the (£36m) Poole Bay Beach Management Scheme by procuring and commencing the 2 yr timber groyne replacement contract	More informed decision making Environmental sustainability	Head of FCERM	March 26	Finance, Procurement
Our Place & Environment	Commence Poole Bay to Wareham FCERM Strategy update	More informed decision making Environmental sustainability	Head of FCERM	March 26	Finance, Procurement

Our Place & Environment	Progress delivery of the (~£25m) Poole Bridge to Hunger Hill flood defence scheme	More informed decision making Environmental sustainability	Head of FCERM	March 26	Finance, Procurement, Legal
Our Place & Environment	Complete delivery of the Poole level 2 Strategic Flood Risk Assessment	More informed decision making Environmental sustainability	Head of FCERM	March 26	Finance, Legal
Our Place & Environment	Complete implementation of the Coastal and Inland Flood Risk Asset Databases.	More informed decision making Environmental sustainability	Head of FCERM	March 26	Legal, ICT
Our Place & Environment	Progress the Christchurch Bay and Harbour Strategy recommendations	More informed decision making Environmental sustainability	Head of FCERM	March 26	Finance, Legal, Procurement, Communications team
Our Place & Environment	Deliver a safe and secure seafront offer through implementing PSPO training and managing enforcement, manages cliff slip prevention and operational response, managing the contract for the RNLI provision and supporting the frontline operational planning and response programme	Informed public and safer beaches Risks mitigated and managed	Head of Seafront	Ongoing	Finance, Legal, Public Protection, Procurement, Communications team
Our Place & Environment	Improve provision of waste/recycling bins by	Improved operations,	Head of Seafront		Environment, Procurement

	rationalising, removing or replacing.	efficiencies and beach environment.			ment, Finance
Our Place & Environment	Deliver 'Shop front' initiative between East and West lifts and review delivery and results	Expand key trial initiatives across seafront	Head of Seafront	October 26	Finance, Communications team, Procurement
Our Place & Environment	Develop proposals and business cases to maximise the potential of key development sites, promote and enable private investment across seafront concessions and support community use of spaces	Attract investment Enhance facilities and services Increase footfall and income	Head of Seafront	Ongoing	Finance, Investment and Development, Communications Team, Legal, Planning
Our Place & Environment	Successfully deliver the remaining projects as part of the £20m LUF programme including the Bournemouth Pier works, East cliff stabilisations, beach huts, Utility upgrades, feasibility scheme and cultural interventions	Supporting our communities Bringing culture to areas of deprivation Supporting health and wellbeing Fulfilling grant funding objectives	Head of Seafront	March 27	Finance, Procurement, Legal, Communications team

## Our key measures of success

Measure	Definition	Baseline	Target
Financial	Enhanced value for money and improved customer offer through a more commercial focus	MTFP Budget	Enhanced offer focused on demand and increased income
Financial	Meeting budget and delivery of savings	MTFP Budget	MTFP Budget
Heritage	Aligned heritage offer delivering enhanced focused and clearer offer for the customer	Current offer	Aligned offer
Visitor numbers at Highcliffe Castle	Meeting National Lottery target	27,000	40,000
Improved attrition rates and membership sales across leisure sites	Increase the percentage of physically active adults, children and young people	3% - 5% attrition (2RM) 8% - 10% attrition across Poole sites 9,000 members	3% attrition average across all sites 10,000 members
Increased conversion of wedding enquiries	Lead commercially driven wedding approach increasing income	23% (currently Highcliffe castle only)	50% conversion across all sites
Statutory requirements	Ensure compliance when enforcing regulations, considering appeals and the recovery of PCN income	TMA 2004 section 6	Ongoing
Delivery of key projects	Delivery of LUF projects and other development and improvement schemes	Delivery against objectives	Meet objectives on time and on budget
Delivery of key projects	Delivery of parking framework	Legacy approaches	Reviewed approach to parking operations and delivery and

			framework delivered
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## Our budget

The net budget for Commercial Operations for 25/26 is -£ 23,180,190

The following MTFP savings have been identified for Commercial Operations.

Category of the Proposal	Description of the Proposal	2025/26 Council Savings Requirement £000s
Fees and Charges	Beach hut prices as per December 2022 Cabinet report	-196
Fees and Charges	Harmonisation of beach huts fees and charges as per December 2022 Cabinet report	-212
Service Reduction	Reduce subsidy of Leisure Centres	-100
Service Efficiency	Procure contract for film location income	-35
Fees and Charges	Seafront catering service enhancements and operational changes	-50
Service Reduction	Arcade operations	-10
Service Reduction	Seafront trading efficiencies	-45
Service Efficiency	Rebalance of events and business support functions	-20
Service Efficiency	Reduction/removal of events related funding, seek alternative funding sources.	-100
Fees and Charges	Parking cashless app fee	-120
Service Reduction	Remove camera enforcement car	-11
Service Reduction	Reduction in Pay and Display machines across BCP	-150

Fees and Charges	Parking operational changes	-307
Service Reduction	Hawkwood Road – Car Park expenditure	-59
<b>Saving Total - Operations - Commercial Operations</b>		<b>-1,415</b>

## Key risk and assumptions

- Ongoing maintenance for aging properties and infrastructure, including cliff stability
- Delivery on expectations with limited resources in terms of officer time
- Availability of central resources to enable work to progress and the timescales for decision making.
- Retention of staff through change and uncertainty
- Ability to deliver commercially in a Local Government framework with reduced resources
- Landlord approvals for development works to progress

The following assumptions have been made:

- That we are within a more stable political administration and the priorities will be set in line with the corporate strategy for the next 2 years to enable development of longer-term objectives.
- There will not be a further reduction in officer numbers across the service through savings.
- Spend freeze criteria will not have further enhancements made reducing ability for business development.
- Maintenance budgets will remain to be used following the lifting of the spend freeze to invest in our commercial assets for the future.

**Director of Commercial Operations**

**Amanda Barrie**

Signature

Date

**Chief Operations Officer**

**Glynn Barton**

Signature

Date

**PFH for Destination, Leisure and Commercial Operations**     **Cllr Richard Herrett**

Signature

Date

**PFH for Climate Mitigation, Environment and Energy**     **Cllr Andy Hadley**

Signature

Date

**PFH for Customer, Communications, Consultation and Culture**     **Cllr Andy Martin**

Signature

Date



# BCP Seafront Strategy

## 2024

# BCP Seafront Strategy 2024

## Welcome

The Seafront Strategy, adopted by BCP Council in April 2022, has been reviewed to update the vision, objectives and key priority areas for attracting future investment and improvement.

The Seafront Strategy is intended as a live and evolving framework – with the flexibility to respond to new pressures, opportunities and proposals as they emerge during its lifespan. By putting people, their wellbeing and the quality of their lives at its heart, we believe it will provide the foundation for building the worldwide renown and reputation our coastline deserves.

The Seafront Strategy was developed from extensive consultation and engagement with over 4,000 members of the public, community and business groups and agencies via online surveys, group workshops, face-to-face roadshow events and visitor surveys throughout 2021.

The strategy is used to identify and prioritise areas for investment by the Council and external partners. It also brings together a range of outcomes identified by overlapping policies, strategies and management plans for the surrounding blue and green spaces at the coast. The Strategy provides material guidance for planning considerations and is aligned to the draft BCP Local Plan.

The Seafront Strategy website (<https://haveyoursay.bcpCouncil.gov.uk/bcp-seafront-strategy>) contains links to consultation results and the many creative suggestions posted by members of the public, expressing their ideas and thoughts for the future of the seafront leisure offer. Many of the consultation comments relate to day-to-day operational issues or the development of regulations and byelaws including cycling, scooters, camping, fires, water sports and littering. A review of these policies will be carried forward through the implementation of the Seafront Strategy.

## Further Information

Should you have any further comments or queries, please feel free to contact us via email at:

[seafrontprojects@bcpCouncil.gov.uk](mailto:seafrontprojects@bcpCouncil.gov.uk)



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This Seafront Strategy sets out the Council's ambitions to enhance our Seafront, prioritising the protection of our natural environment, responding to climate emergency and supporting the distinctive identities of our coastline, whilst enabling sensitive inward investment to support sustainable, safe and healthy communities.



Much of our coastal leisure infrastructure requires significant investment to maintain and meet the needs and expectations of current and future generations of beach users. Our coastline is also highly vulnerable and sensitive to climate change, and we need to be flexible and responsive as we move towards a zero-carbon future.

Our 40 miles of coast and harbour side encompasses a wide range of habitats and densities of development. A one-size fits all approach to investment is not appropriate. The strategy takes a character area approach, recognising the unique communities and landscapes and a sliding scale of approach to intervention that preserves and enhances our natural environment whilst also improving accessibility and access in general to services and leisure facilities.

The seafront provides highly valued community space for 500,000 local residents and a diverse range of internationally important natural habitats, geology and archaeology, and sits at the heart of our £1.1bn GDP local tourism industry. It also generates significant revenue to the Council, helping to fund wider services for the community.

- BCP Corporate Plan
- The emerging BCP Local Plan
- Poole & Christchurch Bay Shoreline Management Plan (2011)
- Poole Bay, Poole Harbour and Wareham FCERM Strategy (2014)
- Poole Bay Beach Management Scheme (ongoing)

- Poole Bridge to Hunger Hill Flood Defence Scheme (ongoing)
- Christchurch Bay & Harbour FCERM Strategy (currently in development)
- BCP Green Infrastructure Strategy
- Poole Harbour Aquatic Management Plan
- Emerging priorities for the Seafront Development and Events Strategies
- Local Cycling and Walking Infrastructure Plan (LCWIP) Consultation draft Nov 2021
- BCP Health & Well-being Strategy 2020-2023 (BCP Council, 2020)
- BCP Local Transport Plan (in preparation by BCP Council)
- BCP Rights of Way Improvement Plan 2021 – 2026
- BCP Corporate Strategy
- Dorset Physical Activity Strategy 2018-2033 (in preparation by Active Dorset/PHD)
- MMO South Marine Plan
- BCP Water sports Needs Assessment 2021
- BCP Climate Action Plan 2050 (draft consultation)
- BCP Cultural Compact 2021
- Mudeford Sandbank Management Plan 2014 – 2024
- Hengistbury Head Management Plan 2011
- Sustaining Poole's Seafront SPD 2015
- Bournemouth Seafront Strategy 2013
- BCP Seafront Strategy Statement 2020
- Poole Quays Forum Neighbourhood Plan (2016)
- Sandbanks Peninsular Neighbourhood Plan (draft 2023)
- Highcliffe and Walkford Neighbourhood Plan 2020-2028
- Christchurch Neighbourhood Plan Scoping Survey results (Sept 2021)

## Vision

**This Strategy aims to:**

Enhance our Seafront, prioritising the protection of our natural environment, responding to climate emergency and supporting the distinctive identities of our coastline, whilst enabling sensitive inward investment, employment, community use, wellbeing, and improving access, inclusivity and sustainable tourism to support sustainable, safe and healthy communities.

## Aims & Objectives

- Work with partners to identify and deliver a net gain in biodiversity across the natural coastal environment
- Removing barriers for all our communities to access inclusive services and facilities with a particular focus on young people and those with disabilities
- Achieve carbon neutrality for all Council seafront operations by 2030 and work with partners to ensure all seafront activities become carbon neutral before 2045, in line with the Council's Climate Emergency commitments
- Maintain and enhance the distinctive identity of the seafront character areas, supporting community pride in our public spaces

- Unlock potential to encourage external investment in new leisure attractions to manage growth and year-round footfall in sustainable areas of the seafront
- Encourage external investment in new leisure attractions to manage growth, employment and year-round footfall between Bournemouth and Boscombe Piers and in support of town centre revitalisation
- Maintain income to support Council services enabling local communities to shape the services that matter to them and look for new opportunities for income generation that respect the natural environment and enhance its beauty
- Encourage active, healthy and independent lives by removing barriers for all our communities to access the seafront with a particular focus on children, young people and those with disabilities and mobility challenges. We will also work to enable sports and wellbeing activities through community partnerships



## Character Areas

Each coastal area is defined through its visual landscape, environmental sensitivity, accessibility, types of leisure use and intensity of development. Leisure activity clusters around hub sites at over 40 principal entry points onto the seafront. We have grouped them into 18 character areas which inform the nature of re-investment and development, appropriate to the scale and identity of each location.

### Hamworthy & Turlin Moor

*"Turlin Moor offers a zone for the local community in the heart of this nature reserve.  
A living landscape to contemplate, breathe in and call home"*

A residential area at the western boundary of the conurbation, overlooking Lytchett Bay. Poole Harbour's extensive mudflats, salt marshes, reedbeds, sand dunes, heathland and islands are of great importance to wildlife and bird populations, many of which are protected by a raft of national and international conservation designations including Ramsar, SPA and SSSI. There is a wealth of archaeological sites too representing late prehistoric, Iron Age and medieval human occupation.

#### The Seafront Strategy supports:

- Proposals within the Council's emerging Green Infrastructure Strategy to develop boardwalks, wayfinding and a cycle network connecting Turlin Moor to Sandbanks, via Holes Bay
- A reduction and not intensification of public use so as to reduce the disturbance to shoreline birds

### Rockley Park

*"A holiday destination zone for families and young people offering a base to explore  
one of the world's greatest natural harbours"*

Located on the edge of Ham Common Local Nature Reserve, Rockley Park is on long-lease to Haven Holidays and offers a range of family leisure facilities, including a caravan and lodge park, public amenities and a dog walking beach.

Rockley Water sports centre overlooks Poole Harbour and has developed strong educational links with local colleges to offer sports related training and qualifications.

#### The Seafront Strategy supports:

- Park operator-led focus on public safety measures and signage
- The continued importance of the holiday park and the educational benefits for the wider community of the activity centre
- Maintaining and improving public access to the beach
- The park owners are responsible for coastal defences, needed to ensure continued viability of the current leisure assets
- The wider Shoreline Management Plan and the Local Nature Reserve designation at Ham Common
- Investment in public and accessible toilets

## Lake Pier & Ham Common

*"A nature zone and beauty spot, far from the madding crowd, enjoyed by walkers and water sport enthusiasts"*

Lake Pier has heritage value, originally constructed as a refuelling base for passenger flying boats pre and post-World War II, it is in need of significant structural repair. The beach is popular with locals and water sport enthusiasts and offers significant recreational value for local residents. The site features a car park, public toilets, Poole Harbour Canoe Club and access to walking trails across Ham Common Local Nature Reserve. The coastline is subject to natural erosion and the coastal defence policy is to allow for managed re-alignment.

### The Seafront Strategy supports:

- Any proposals should be low-key, and community focused in recognition that visitor numbers need to be managed at a low level to reduce impacts of erosion on the surrounding Ham Common nature reserve. The site should not be pro-actively promoted as part of the wider visitor offer
- Funding and engineering works are required to save or rebuild the pier structure as a local landmark would be welcomed. Some low-key opportunities exist to celebrate the heritage and biodiversity of this site through interpretation, trails and education
- Improvements to water safety messaging and signage
- Potential to introduce a small-scale seasonal catering kiosk offer and public and accessible toilet improvements to serve the local community
- Exploring options to improve disabled access to the beach
- Support community water sports activities

## Hamworthy Beach

*"A family zone, especially catering for locals to relax and play overlooking the harbour and islands"*

A popular local beach offering panoramic views over the middle of Poole Harbour and off towards the distant Purbecks. The park and beach offers great recreational value and tranquillity away from the town centre and quayside.

Featuring a play park, outdoor exercise equipment, paddling pool, café, beach huts and water sports concession, the site has grown significantly in popularity in recent years and may continue to do so with the planned nearby regeneration of the Holes Bay former power station site creating up to 830 new homes and local employment opportunities.

### The Seafront Strategy supports:

- Proposals to restore the sea wall and protect amenities
- Balance public realm improvements to improve access along the water's edge whilst protecting roosting and feeding birds in this sensitive area
- Maintain and develop the beach hut offer
- Wayfinding and cycling route links to the current power station site, Poole Quay and town centre
- Improvements to car park layout
- Development of community events within the park
- Support Green Infrastructure Strategy proposals to improve the outdoor education centre, café, toilet and play facilities

- The provision of quality interpretation and information displays, at this point of high footfall, reflecting the international importance of the ecology and archaeology of Poole Harbour

## Poole Port & Quay

*"Opportunity to further enhance a creative and cultural zone, home to the largest leisure marina in the country, and a vibrant working port. Where day trippers and holiday makers flock to explore and enjoy the harbour, café culture and heritage"*

The ancient commercial heart of Poole, the Quay features a vibrant leisure mix of hospitality, visitor attractions, heritage and culture, harbour cruises, vessel hire and marina. The picturesque Quay also offers a year-round setting for events.

The Port and adjacent facilities support high value marine industry and is a principal transport hub for cruise ships and passenger ferries to France and the Channel Islands.

### The Seafront Strategy supports:

- The preparation of a co-ordinated vision and masterplan for the former industrial sites between the two bridges incorporating residential, commercial and cultural development together with waterside public access linking to the Quay as part of the proposed Poole Bridge to Hunger Hill Flood Defence Scheme
- Investment in the marine leisure offer including cruise sector and marina facilities bringing footfall and spend to the town centre
- Infrastructure growth, investment in public toilets and public realm improvements to better support year-round events along the Quay
- Explore viability options for seasonal water-taxi operations linking Poole Quay with Sandbanks and other seafront locations

## Holes Bay

*"A zone for walkers, runners and cyclists to loop around the intertidal bay.  
A great space for contemplation, bird watching and fishing activities"*

A prime location for bird watching offering a paved walking and cycling route between Poole town centre and Upton Country Park. This landscape of intertidal saltmarsh and mudflats is surrounded by significant areas of grassland and woodland. It is managed in conjunction with Dorset Wildlife Trust as part of the Great Heath Living Landscapes.

### The Seafront Strategy supports:

- Improved wayfinding, cycle and walking links around Holes Bay, linking Upton Country Park and future redevelopment of the Power Station site with Poole Quay and the wider shoreline route to Sandbanks, working in conjunction with the Poole Bridge to Hunger Hill Flood Defence Scheme
- Ongoing investment in Upton Country Park, restoring and enhancing historic landscapes and developing new visitor and educational facilities which connects to the unique shoreline setting of the Grade II\* Upton House
- No active intervention in the north-west corner of Holes Bay, allowing for the natural evolution of intertidal habitats
- Restoration of salt-marsh habitat in the wider Holes Bay

## Harbourside Park

*"Opportunity to enhance a highly valued community zone for play, relaxation and promenading along the harbour"*

A treasured local community open space close to Poole Park and town centre offering views across to the Purbecks. Harbourside Park comprises Whitecliff and Baiter and offers ample space for play and relaxation.

### The Seafront Strategy supports:

- Masterplan development to improve local amenities and benefit wildlife, including improved walking and cycling infrastructure
- Improved sports, catering & toilet facilities
- An improved wildlife information offer together with investment in wardening and positive engagement with visitors to raise awareness and understanding of the natural environment

## Evening Hill to Sandbanks

*"Opportunity to celebrate a safe all action zone for water sports beginners and the more experienced with fabulous views over Brownsea Island, leading to a gateway to the South West Coast Path and Jurassic Coast"*

A connecting route between Lilliput and Sandbanks, Shore Road and Banks Road offer unparalleled views of Poole Harbour and Brownsea Island. The route features good access for cyclists and walkers as well as on-street parking. Concessions operate from the roadside offering a range of paddle boarding, windsurfing and other water sport activities at Whitley Lake.

### The Seafront Strategy supports:

- Connectivity, wayfinding and cycle lane improvements to link Sandbanks with Poole Quay and beyond
- Improving management of leisure around Whitley Lake and maintaining a balance between a sensitive marine environment and water sport activities, working closely with the Harbour Commissioners and other stakeholders
- The need for significant investment in the harbour wall and reductions to flood risk
- Facilities for water sports users including exploring potential for new public toilets
- Public realm improvements enhancing connection and access between the harbour and seafront at the junction of Shore Road
- Investment in quality information provision - interpreting the view and highlighting the importance of the wildlife of Poole Harbour

## Sandbanks Beach

*"Top zone for holidays makers, beach and water sport enthusiasts with its own unique residential community alongside one of Britain's most celebrated beaches"*

One of the few UK beaches with an international profile. Sandbanks is rich with character and conservation value and a firm favourite with holiday makers. Featuring a wide, sandy beach and accessible rock groynes, a landscape of dunes and grasses is designated as a SNCI with a presumption against development and intensified use.

The promenade-based leisure amenities are isolated from the rest of the seafront with beach popularity heavily dependent on car park capacity, which, combined with the Haven ferry, can lead to significant traffic tailbacks during summer. The south-west tip of the peninsula is dominated by high value residential dwellings backing directly onto the public beach. With no promenade, access to Haven Point is limited. The beach offers a premium setting for events such as Beach Polo.

There is significant potential to improve the overall quality, range and ambition for the future leisure offer at Sandbanks including providing exemplar disabled accessible facilities down towards the water line. Currently, though, commercial leisure investment is highly constrained by the Borough of Poole Act 1986 covering Sandbanks Recreation Ground.

**The Seafront Strategy supports:**

- Development of a wider vision to improve the quality and identity of the destination leisure offer at Sandbanks recreation ground, including a review of the Borough of Poole Act 1986
- New and reconfigured beach hut development including maximising double-fronted views of both beach and harbour
- Development of a replacement high quality building for the life-expired Sandbanks Pavilion including options to contain a community hire space
- Explore within the masterplan the potential for new leisure facilities and catering outlets as part of an expanded village offer opposite the existing parade of shops
- Review sustainable transport, access and parking at Sandbanks recreation ground within the proposed future vision study
- Partial redevelopment of the corporation yard to provide enhanced leisure or beach hut facilities
- New equipped children's play, leisure, water sport attractions and infrastructure to support event activities
- Develop fully disabled accessible beach facilities including improved access to the waterline
- Investment in public toilets and beach showers
- Co-ordinated programme of investment in beach huts, including 'super huts'
- Explore options to connect the Sandbanks Peninsular with a ferry operation from Poole Quay
- Supporting investment to improve the quality of the hotel offer in the surrounding area
- Sustaining and expansion of the dune habitats, and the protection of rare species such as the Sand Lizard and winter bird populations
- Ongoing beach re-nourishment as part of the Poole Bay Beach Management Scheme



## Shore Road

*"A zone for families and couples, popular for holiday makers and water sports"*

The Families Beach, sitting at the foot of the Poole Bay cliffs, Shore Road offers a gateway into the Chines section of the seafront. The beach has an urban feel with recently enhanced hub facilities and beach huts. A popular place to congregate to eat, drink and relax.

### The Seafront Strategy supports:

- Supporting investment to improve the quality of the hotel offer in adjacent sites
- Improved connectivity and wayfinding to Sandbanks via Banks Road
- Improvements to public shower facilities

## The Chines

*"A series of beach hut villages clustered around steeply wooded chines.  
This zone is a firm favourite for families to escape the hustle and bustle"*

The stretch of coastline between Canford Cliffs and Durley Chine is characterised by its distinctive wooded chines spilling out onto the promenade. The Chines offer quiet and seclusion and approaching views of the coast; with connection to residential and urban areas within a backdrop of internationally important habitats (SSSI and SNCI). Durley, Alum and Branksome offer centres of leisure activity with Canford, Flaghead, Branksome Dene and Middle Chine featuring a more laid-back approach. Hugely popular for beach huts, the Chines offer a relaxed, family focused vibe.

### The Seafront Strategy supports:

- Continued management of habitats and areas of biodiversity. Celebrating this landscape through improvements to interpretation and wayfinding
- Establishing and managing new sand dune habitats around intersections of the sea wall and groynes to support biodiversity and beach retention
- Improved safety by introducing street lighting but not at the expense of increased light pollution which detrimentally affects migrating birds and bats.
- Upgrade and improve public toilet provision including accessible facilities
- New leisure offer to improve the range and quality on offer at Canford Cliffs Pavilion site,
- Improvement to public realm along the promenade, particularly around the base of the Chine and cliff access points where facilities are clustered, introducing additional public facilities such as seating, cycle hoops, showers, planters, and public art where appropriate
- Improve access to and connections across the promenade
- Co-ordinated investment programme in beach huts including 'super huts' with additional units and improved visual presentation
- Support proposals for reinvestment in the Alum Chine cloister site
- Cliff top wayfinding trails including proposal for a tree top connecting cycle route across Durley & Middle Chine
- Improve vehicle drop off points and accessible parking
- Development and renewal of more low-key natural play facilities within Chine areas and the beach

## Central Beaches

*"The vibrant and commercial zone at the heart of the seafront. Opportunity to curate the very best in hospitality, culture and eventing the town has to offer, developing the most accessible beach to retain Bournemouth as a leading UK holiday destination of choice"*

The emphasis here is on developing a coherent and consistent linear promenade space to create the ultimate vibrant beachfront visitor experience stretching between the West Cliff and Boscombe Pier.

Bournemouth Pier Approach and surrounding leisure sites such as the BIC, Waterfront (current adventure golf site), Bath Road north and south car parks, the Pavilion and Happyland offer significant potential to reinvest in a more coherent year-round leisure offer.

Existing and new development along the promenade will form an active 'street' frontage and elements along the space will have a regular, ordered appearance and layout.

Undercliff Drive and East Cliff lift site present major opportunities to rethink these spaces, providing facilities and infrastructure fit for contemporary and future audiences. Connections through to the Lower Gardens, town centre and hotel clusters on the East and West Cliff also make this space the prime location for major events that showcase the conurbation.

The Central Beaches form a vibrant, fun and colourful place to visit - whatever the time of year.

### The Seafront Strategy supports:

- Utilise Durley Environmental Hub to maximise environmental awareness and deliver a financially sustainable offer via educational, cultural and commercial partnerships
- Investment in utilities, public toilets and infrastructure to enable diverse and vibrant seasonal sports, leisure and food & beverage offers that sympathetically enhance the public amenity and open space, with a particular focus between West Cliff and Boscombe Pier.

- Improved access to public spaces along the promenade, particularly around key entry points where facilities are clustered, such as seating, cycle hoops, showers, planters, public art, improved bin presentation and wayfinding
- More prominent entrance building at the top of cliff lift to act as a beacon and aid wayfinding
- Bournemouth Lifeguards re-development of the facilities at the base of West Cliff zig-zag/Joseph Steps into a lifeguard and community sports hub
- Re-investment in Happyland site with commercial, retail and leisure uses including possible hotel accommodation
- Support investment to extend the life of Bournemouth Pier
- Improve links to wider future leisure regeneration of sites adjacent to Pier Approach and Bath Road i.e. the BIC, Court Royal, Waterfront, Bath Road North & South car parks and the Pavilion
- Deliver stabilisation of the East Cliff lift site and seek external investment to reintroduce a cliff lift and supporting leisure to create a new destination offer at promenade level
- Upgrade to East Cliff promenade to establish a coherent Overcliff promenade link between Russell-Cotes and East Cliff lift
- Support development of the commercial leisure offer along the promenade and underutilised beach hut sites between Bournemouth and Boscombe Piers.
- Development of a seasonal cultural/retail offer within the cloister arches below Harry Ramsden's
- New two-storey development opportunities for the former Bournemouth Beach Office with commercial, retail, cultural and leisure use
- Review future of Undercliff Drive car park with a view to retain and enhance disabled accessible parking
- Improved access point to Toft zig-zag with material change at carriageway crossing including development of a beach fitness park facility
- Enable Toft Box Park to provide new start-up opportunities for innovative wellness, sports and cultural businesses
- Invest in the Prom Cafe at Boscombe to refresh the offer and maximise income
- Additional accessible beach huts and exemplar access facilities towards the water line for people with limited mobility
- Development of beach sport facilities and improved disabled access to the shoreline
- Review options to develop a cliff top café around Jon Egging Memorial, public realm and toilet block to west of East Cliff Lift
- Develop options to improve the quality and range of the leisure and cultural offer at Boscombe Pier, supporting reinvestment in the long-term maintenance of the pier structure
- The continued management and protection of the SNCI designations either side of the pier and investment in conservation management to achieve SNCI status on adjacent areas
- A well-resourced campaign to reduce litter / recycling (take your litter home) as part of a cultural and behavioural change locally and nationally



# Coastal Nature Park

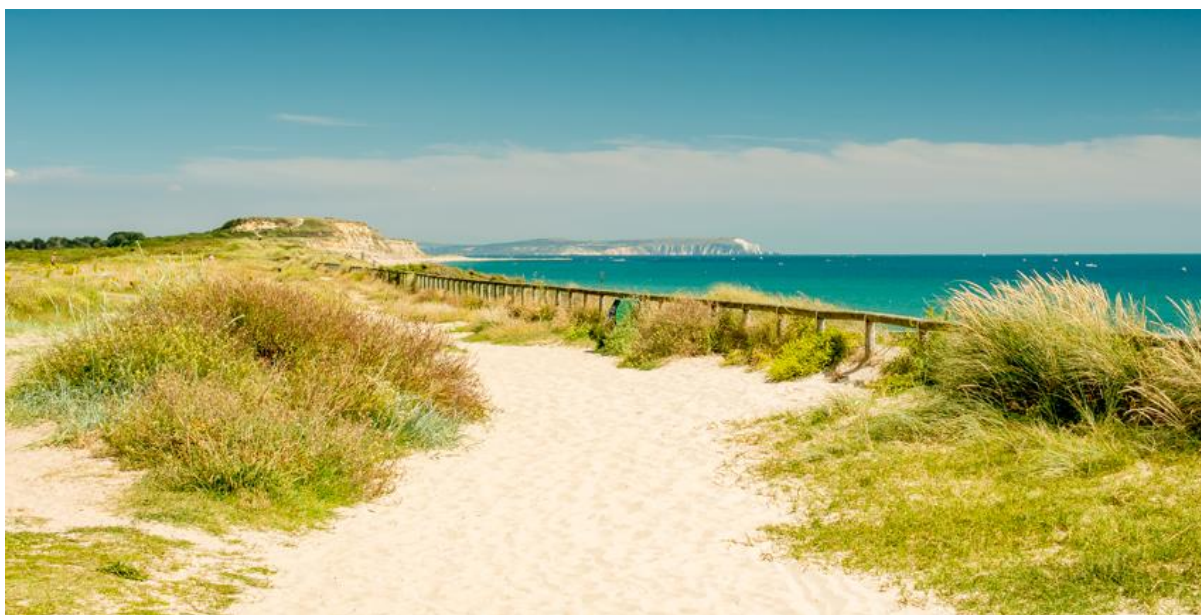
*"A popular zone for locals, ramblers, dog walkers and beach hut families where everyone can find their space, explore and learn about our natural heritage"*

The promenade running east of Boscombe Pier features a high concentration of beach huts and is hugely popular with families and locals. It is characterised by three connected landscapes of cliff-top heath, cliff face geology and beach. There are four main visitor hub areas along this stretch clustered around the overnight short stay Bournemouth Beach Lodges at Manor Steps; the 1930's cliff lift at Fisherman's Walk, the soon to be regenerated Bistro on the Beach facility at Southbourne and the Hengistbury Head Visitor Centre.

Much of the cliff-top forms a Local Nature Reserve with extensive internationally important SSSI and Scheduled Ancient Monument at Hengistbury Head. A key move could see the development of branding, interpretation, trails and educational initiatives to create a new identity around a Coastal Nature Reserve Park incorporating the cliff tops to Hengistbury Head and potentially linking to Christchurch Harbour and cliff top to Highcliffe. The Coastal Nature Reserve Park could also extend along the cliff top further to Bournemouth and the Chines beyond.

## **The Seafront Strategy supports:**

- Further investment and habitat enhancement and volunteering activities based upon a coherent and environmental management plan which recognises the international importance of much of this coastal strip.
- A coherent approach to wardening of this Nature Park beyond the promenaded section with an overarching campaign to establish a cultural and behavioural change towards the natural environment and in particular litter and barbeques.
- Development of branding, education, wayfinding and interpretation for Coastal Nature Reserve Park
- Explore potential to establish new sand dune habitats around intersections of the sea wall and groynes to support bio-diversity and beach retention
- Improvements to footpaths, trails and cliff top shelters
- Co-ordinated programme of investment in beach huts, including 'super huts'
- Improvements and upgrades to public toilets
- Low key opportunities to upgrade kiosk at Portman Ravine together with toilet block, incorporating community facilities for environmental learning, sea swimming and other wellness activities
- Improve links to Fisherman's Walk Gardens with new road crossing
- New building at bottom of cliff lift incorporating educational and cultural uses and toilets together with commercial pop-up on the beach. Potential activities might include artist studio or changing / wellness / community space / beach sauna / beach goods shop
- Bistro on the Beach site regeneration introducing a new year-round eco-destination offer incorporating restaurant, kiosk, toilets and overnight rental Beach Lodges
- Seasonal café at Solent Meads car park to support conservation projects and activities.



## Mudford Sandbank

*"A unique and seasonal community with an island feel and an air of self-sufficiency.  
A popular destination for day visitors and nature rambles"*

The sand dunes here are protected as a Site of Nature Conservation Interest (SNCI) and as such there is a presumption against further development in planning terms.

Popular with families, the Sandbank has an atmosphere all of its own. Activities include boating and simple outdoor recreation. The site accommodates large numbers of day visitors during the height of the season. Facilities include the café-restaurant, a small shop, and public toilets and shower facilities.

Access is by public ferries (during the season), land-train, by bike, but mostly on foot. There is no motorised vehicle access for the general public, which adds to the feeling of seclusion from the pressures of modern life.

### The Seafront Strategy supports:

- Continue to manage the sandbank in a sustainable fashion, maintaining its current character and protecting the sensitive natural environment
- Update and refresh the current beach leisure management plan including a review of beach hut licenses
- Sustainable development of beach huts
- Re-investment in public toilet and shower facilities
- Re-investment in the jetty and public passenger boat services
- Securing a future for the Beach House Cafe site
- Refurbishment of the Blackhouse to improve the quality of the leisure accommodation offer
- A coherent plan for the zoning (fencing) of quiet areas for wildlife and ground nesting shoreline birds
- New and upgraded interpretation panels at the key access points

## Christchurch Harbour

*"A quiet space for nature to breathe and flourish and a sensitive environment for a range of activities from bird watching, education, walking and gentle water activities"*

One of the most ecologically sensitive areas of our coastline, Christchurch Harbour from the confluence of the rivers Avon and Stour through to the 'Run' at Mudeford Quay has a well-developed leisure boating and water sports offer.

The surrounding headland of Hengistbury Head, Stanpit Marsh, Wick Meads and Priory Marsh offer extensive habitat for breeding, migrant and wintering wetland birds and are popular with schools and birdwatchers. The emphasis is on protecting these environments and avoiding over development of leisure activities on land and in the water. The harbour and headland form a Site of Special Scientific Interest (SSSI) and also incorporates the Avon Valley Ramsar Site, Dorset Heaths and River Avon SAC, Christchurch Harbour SPA and Stanpit Marsh Local Nature Reserve. Hengistbury Head is also a Scheduled Ancient Monument with human occupation stretching back some 12,000 years.

Hengistbury Head and its Visitor Centre offer an outstanding and internationally important heritage and cultural experience, attracting one million visitors annually. The Hengistbury Head Outdoor Education Centre has long provided community access to water sports and environmental learning. There is a need for a coherent plan to secure its future alongside the other onsite offers.

### **The Seafront Strategy supports:**

- Improving connectivity and wayfinding around the harbour sites for walkers and cyclists
- Support investment in habitat improvements, biodiversity and environmental education
- Securing the long-term future for the Hengistbury Head Outdoor Education Centre, improving connections to the wider harbour water sports offer
- Continued close working with volunteers who manage and help maintain sites
- Protect historic landfill areas within Stanpit Marsh from erosion
- The established Hengistbury Head Visitor Centre as the key intellectual and physical 'gateway' to the Coastal Nature Reserve Park
- New and upgraded interpretation panels at all the key access points to Hengistbury Head
- The zoning of quiet areas both on land and on water

## Mudeford Quay & Gundimore Prom

*"The maritime heritage zone"*

The Quay is the historic centre of the local fishing industry in Christchurch with its listed buildings on the Quay head, and scenic lobster pots. The ferry to Mudeford Sandbank operates from here and crabbing from the sea wall is a popular pastime for families. Highcliffe Sailing Club, the dinghy park, and the RNLI boathouse all add to the nautical feel. Much of the site is taken up with car parking; a public house, café, and public toilets mean that this site is a popular tourist destination. Part of the area is protected as an SNCI alongside a large area of open greenspace and a children's play area provide opportunities for public events and informal leisure.

Gundimore Promenade connects Mudeford Quay to Avon Beach and provides easy access to the coast for the less able with its long, straight, well surfaced path as well as opportunities for dinghy launching directly into the sea to avoid having to negotiate the fast flowing 'Run'.

### The Seafront Strategy supports:

- Investment in public toilets
- Improved connectivity for cyclists and walkers
- Support investment in water sports provision
- Exploring options to introduce local heritage interpretation, exhibition and preservation of historic landscape and highlighting the sensitive nature of the harbour and mudflats particularly to water sport users
- Sensitive improvements to safety and lighting of the Quay, but not at the expense of additional light pollution and seafront promenade together with additional public seating/cycle racks

## Avon & Friars Cliff Beaches

*"Vibrant family beaches at the heart of Christchurch Bay, a zone for traditional seaside holidays at a more relaxed pace and scale"*

Probably the busiest of the Christchurch area beaches, the focus at Avon Beach is the restaurant, shop, and associated facilities. The wide beach is ideal for swimming and the privately leased beach huts give a family feel. The car park provides direct level access to the coast.

The beach and promenade at Friars Cliff are backed by a large number of day huts which are privately owned and well used which helps give this area of the coast a village community feel. The café/restaurant and public toilets are popular with visitors. The Christchurch Lifesaving Club operates successfully from the clubhouse and beach, and the Christchurch Boardsailing Club is based near the car park.

### The Seafront Strategy supports:

- Enhancing cycle route connectivity across cliff top to Highcliffe where practical
- Review future management of the leisure operation at Avon Beach
- Investment to improve facility and cleanliness standards in public toilets
- Improve parking arrangements
- Enable investment in beach huts
- Enable more events and community activities at Friars Cliff common open space
- Develop interpretation on former Radome radar site

## Highcliffe Beaches

*"A rural coastal zone to escape urban living and connect with unspoilt beaches and water sport activities away from the crowds"*

The beach at Highcliffe Castle has a more natural and secluded feel as a result of naturally restricted access and a lack of infrastructure. The cliff features provide a setting which is quite different from that of the other beaches and also offers the opportunity for interpretation of the unique geology which makes this area a Site of Special Scientific Interest (SSSI). Access to the cliff-top nature reserve at Steamer Point Woodland, the Grade I listed castle, café/restaurant and public toilets is via steep steps from the beach or via a gentle slope on the recently re-built Highcliffe Castle zig-zag path.

Further east along the coast is Highcliffe Beach which is also more natural in feel than other parts of the coast and the cliffs form part of the SSSI. This section of the coast has access via sloping stone

paths and a large car park and public toilets are immediately adjacent. A café/restaurant on the cliff-top provides extensive views over the bay to the Isle of Wight. At beach level there are sufficient natural waves to provide good conditions for surfing, body boarding and swimming.

**The Seafront Strategy supports:**

- Investment in habitat management, linked wildlife corridors through Steamer Point to Chewton Bunny and interpretation for the Highcliffe undercliff
- Improving access to the beach from Highcliffe Car Park
- Explore options to improve the self-catering holiday facilities at Steam Point
- Explore options to improve accessibility along the beach between Highcliffe Castle zig zag and Friars Cliff
- Maintaining the un-developed nature of this area
- Improving the provision of public toilet and shower facilities adjacent to Highcliffe top car park
- The investigation of a dog free zone and 'Coastal Park Run' route

## Further Information

Should you have any further comments or queries, please feel free to contact us via email at:

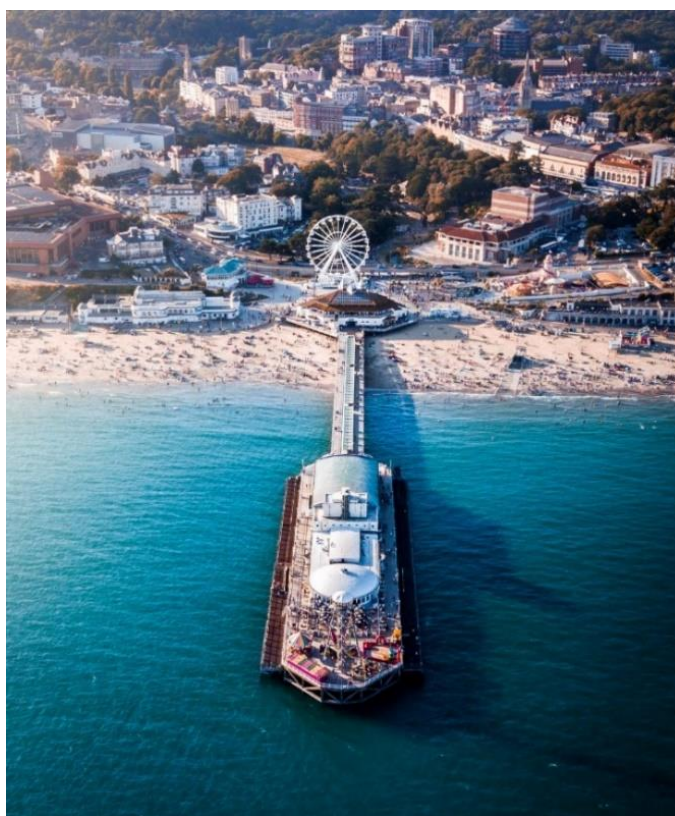
**[seafrontprojects@bcpCouncil.gov.uk](mailto:seafrontprojects@bcpCouncil.gov.uk)**



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# Seafront Service

## ANNUAL SERVICE PLAN 2025/26



Managing and developing the seafront across  
Bournemouth, Christchurch & Poole

# Introduction

The BCP seafront is one of the most popular visitor attractions in the UK with over 10 million visitors each year and a tourism economy worth £1.1bn/yr.

This Service Plan demonstrates how our service helps to deliver the priorities set out in our Corporate Strategy and how we measure our success



The Seafront Service directly contributes to most of the ambitions above, in particular:

- People and places are connected by sustainable and modern infrastructure
- Our communities Have pride in our streets neighbourhoods and public spaces
- Climate change is tackled through sustainable policies and practise
- High quality of life for all where people can be active healthy and independent

## Vision and Purpose

- Provide a safe, attractive and vibrant award-winning seafront, which protects the natural environment whilst maximising commercial potential and attracts investment.

# Service achievements in 2024/25

## Operations

- Adopted and published new Seafront Strategy
- Generated £20m commercial income to support 24/25 budget and MTFP.
- Delivered UK leading programme of RNLI signage and Public Rescue Equipment
- Successfully delivered a multi-agency seasonal response programme
- Blue Flag/Seaside Awards - Sponsorship secured and 10 applications submitted for 2025.
- Successfully managed significant issues with cliffs at sites including Portman, East and West Cliff and Canford Cliffs.
- B'mth Lower Gardens - successfully operated Hedgehog Kiosk and Mini Golf Course.
- Attracted significant private investment into seafront facilities at Branksome, Sandbanks, Avon Beach
- Reopened beach hut waiting lists and implemented new management system for beach huts and accommodation bookings.

## Development

- Significant progress with LUF development programme including:
  - Construction of Bournemouth Voluntary Lifeguard Corps
  - Completion of Hamworthy Park Sea Wall and Upton Country Park shoreline trail
  - Launched tender for B'mth Pier refurb
- Prom Diner / Pier View – completed internal and external refurbishment works
- Delivered extensive refurbishments of public toilets at Mudeford, B'mth East, Boscombe West and Pier View.
- Refurbished Mudeford Pontoon and Lake Pier using CIL funding
- New environmental initiatives introduced including:
  - More electric vehicles across the seafront.
  - Trialling use of hessian sacks (rather than plastic bags) for cleansing.
  - Ocean recovery project to recycle bodyboards (approx. 400 recycled)
  - Initiated project to determine future use of Durley Hub.
  - Phasing out remaining use of plastic lids and replacing with compostable.

## Team

- New staff structure implemented, recruited to all senior management posts.
- Sexual trauma awareness training provided for staff. Rangers CICAS trained.
- Training rates greatly improved and nearing 100%.
- Cleansing team received “shining stars” award.

# Seafront Service - Team Overview

The Seafront Service is responsible for making the seafront safe, attractive, commercial management and development of the seafront to enhance the visitor experience of residents and visitors.



## Staff

<b>Permanent</b>	<b>c 95 staff (82 f/t &amp; 13p/t)</b>
<b>Casual</b>	Ranges from <b>70 to 250 staff</b> depending on season, weather, trading etc
<b>Agency</b>	Small number of staff for priority services where recruitment challenging (e.g. toilets cleaners, housekeepers)

The Service manages & develops 15 miles of world class coastline. Key functions include:

- Rangers: H&S; Land Trains; Cliff Lifts; Beach Furniture; Maintenance, Sand & Waste Mgt
- RNLI Lifeguard stations x 15 + 100's of safety signs and Public Rescue Equipment
- Management of 24 beaches and over 3700 beach huts and sites
- Holiday accommodation: 24 Lodges at Boscombe + Steamer Point Lodge
- Private hire facilities inc. Branksome Dene Room and Pier View Room
- Durley Enviro Hub and Resort Info Service inc. B'mth Tourist Info Centre
- 4 historic piers, 1 Amusement Arcade, 24 catering outlets and 30 blocks of public toilets
- 45+ contracts & leases for commercial outlets and attractions
- Seafront Strategy and £30m+ development programme

# SWOT Analysis

<p><u><b>Strengths</b></u></p> <ul style="list-style-type: none"> <li>• Experienced &amp; committed staff</li> <li>• High profile locally / nationally</li> <li>• Resident interest &amp; footfall</li> <li>• Partnership working</li> </ul>	<p><u><b>Weaknesses</b></u></p> <ul style="list-style-type: none"> <li>• Seasonality of business</li> <li>• Climate change and environment</li> <li>• Cliff stability</li> <li>• Service resilience</li> <li>• Macro economic influences</li> </ul>
<p><u><b>Opportunities</b></u></p> <ul style="list-style-type: none"> <li>• Investment options</li> <li>• Expandable operations</li> <li>• Mature development pipeline</li> <li>• New Seafront Strategy</li> </ul>	<p><u><b>Threats</b></u></p> <ul style="list-style-type: none"> <li>• Seasonality of business</li> <li>• Climate change</li> <li>• Macro economic pressures</li> <li>• Other Council priorities</li> </ul>

## Key Plans and Strategies

- BCP Corporate Strategy
- Seafront Development Strategy
- FCERM Coastal Defence Strategies

## Key Stakeholders & Partners

- RNLI / Coastguard / Emergency Services
- Seafront Businesses, Clubs and Organisations
- Government agencies: EA / MMO / DLUHC
- Land Owners: Crown / Meyrick / Cooper Dean
- Beach Hut Associations

# Market Opportunities

The BCP Seafront has 15 miles of idyllic beaches and is one of the most popular tourist destinations in the UK with 10m visitors supporting the £1.1bn local tourism industry.

With 9 Blue Flag beaches and recognised as the 12 Best Beach in the World (Trip Advisor 2025) our award-winning seafront is very much open all year round and really comes alive in the summer months.

## Visitor information:

<b>Profile</b>	Approx. 50% BCP residents, 20% day visitors and 30% overnight stays. 30% of visitors bring children, 45% come with a partner and 30% come alone
<b>Transport</b>	50% arrive by car, 35% on foot, 10% by public transport and 5% by bicycle.
<b>Interests</b>	Most people visit to walk, jog or cycle on the promenade, enjoy food & drink, or participate in beach or water related activities.

2023 Seafront Visitor Survey results can be seen here: [Seafront Visitors survey 2023.pdf](#)

## Beach Huts

BCP seafront contains more beach huts than anywhere else in the UK with 3750 huts (approx. 15% of UK market). MOSAIC analysis of our tenants and waiting list suggests the majority are from more affluent demographics. 'Mosaic' is a comprehensive classification system that allocates individuals and households into groups and detailed types using post codes.

## Opportunities for growth include:

- Enhancing and expanding the food and beverage offer attracting and enabling private investment and community led regeneration
- Improving the variety & quality of sports and leisure provision, working in partnership with local clubs, organisations event organisers and governing bodies.
- Drive visits and dwell time by improving the experience for all visitors by continuing to raise standards of presentation and cleanliness.

## Planned efficiencies include:

- Ongoing staff restructures - reshaping the service to build resilience and capacity and provide a greater emphasis on front line and customer service.
- Delivery of MTFP savings across staffing, income and leases.
- Generation of additional incomes through commercial development of vacant or under-performing sites

# Our priorities and actions for 2025/26

## Operations

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Corporate Priority/Driver	Service Area	Action	Outcome	SRO*	Completion Date
<b>OPERATIONS</b>					
Safe & Secure	Seafront	Support the multi-agency seasonal response programme	Informed public and safer beaches	AR/AW	Ongoing
Safe & Secure	Seafront	Manage provision of Beach Safety Assessment and RNLI Lifeguards	Informed public and safer beaches	AR/AW	Dec-25
Green spaces	Seafront	Implement PSPO training and enforcement of by-laws	Informed public and safer beaches	AR/AW	May-25
Green spaces	Seafront	Enhance arrangements for managing movement of sand	Improved operations, efficiencies and beach environment.	AR/AW	Ongoing
Green spaces	Seafront	Deliver 3 yr maintenance plan. Key elements include:	Well maintained and presented facilities that meet objectives for safety and income generation.	AR/AW	Ongoing
		• Promenade resurfacing			
		• Beach Huts			
		• Piers & pontoons			
		• Signage, PRE, defribs and trauma kits			
		• Cliff top fencing			
		• Beach hut railings			
Green spaces	Seafront	Manage cliff slips prevention and response.	Risks mitigated and managed	AR/AW	Ongoing
Green spaces	Seafront	Improve provision of waste/recycling bins by rationalising, removing or replacing.	Improved operations, efficiencies and beach environment.	AR/AW	Mar-26
Green spaces	Seafront	Deliver 'Shop front' initiative between East and West lifts	Expand key trial initiatives across seafront	AR/AW	Ongoing

COMMERCIAL					
People and places	Seafront	Promote and enable private investment across seafront concessions. Key project include:	Attract investment	AR/NO	Ongoing
		• Beach House Café rebuild	Enhance facilities		
		• Rockwater Sandbanks extension	Increase footfall and income		
		• West Beach extension			
		• Happylands			
People and places	Seafront	Develop proposals and business cases to maximise the potential of key development sites including:	Attract investment	AR/NO	Ongoing
		• Durley Enviro Hub	Enhance facilities & services		
		• Black House	Increase footfall and income		
People and places	Seafront	Continue to enhance in-house catering provision. Key projects include:	Attract investment	AR/NO	Mar-26
		• Pier View	Enhance facilities		
		• Prom Café	Increase footfall and income		
		• Fisherman's Kiosk			
		• Marketing / Branding			
Use our resources sustainably	Seafront	Continue to maximise the potential of the Pier Arcade	Enhance facilities	AR/NO	Mar-26
			Increase footfall and income		
Green spaces	Seafront	Enable sponsorship of Blue Flags & Seaside Awards in partnership with the Destination Management Board	Attract sponsorships	AR/NO	Mar-26
			Co-ordinate applications		
			Promote awards		
DEVELOPMENT					
People and places	Strategy	Delivery of Seafront Strategy and related development programme	Progression of key projects	AR/GF	Ongoing
			Provision of annual review and corporate report	AR/GF	

People and places	Seafront	Successfully implement £20m LUF programme in line with Govt targets, projects include:	Programme delivery and regular reports to DLHUC, Capital Board and Seafront Development Group	AR/GF	Ongoing
		• Restoration of B'mth Pier £9.5m			
		• East Cliff Lift stabilisation £4.5m			
		• Beach Huts			
		• Utilities / CCTV / MAC upgrades			
		• Feasibility schemes			
		• Cultural interventions			
People and places	Seafront	Progress delivery of other priority development projects inc:	Project delivery and regular reports to Capital Board and Seafront Development Group	AR/GF	Ongoing
		• Sandbanks Pavilion			
		• Canford Cliffs Beach Huts and Pavilion			
		• Seafront Toilets			
		• East Beach Village			
		• Highcliffe Beach Pathway Network - repairs and upgrades			
<b>VISITOR SERVICES</b>					
People and places	Seafront	Maximise potential of new management system for beach huts, lodges and private hire venues.	Improve the customer journey	AR/JW	Mar-26
			Increase occupancy / bookings		
			Increase incomes		
Using our resources sustainably	Seafront	Develop a business case to enhance services at Beach Lodges.	Reduce operational costs	AR/JW	Mar-26
			Enhance service delivery		
Using our resources sustainably	Seafront	Restructure visitor service functions to respond to demand, and maximise the use of assets and technology	Reduce operational costs	AR/JW	Mar-26
			Maximise use of assets		
			Enhance service delivery		
	Seafront		Harmonise service delivery	AR/JW	Ongoing

Using our resources sustainably		Lead and enhance customer communications and complaints handling	Improve the customer experience Reduce operational costs		
<b>CROSS-SERVICE</b>					
People and places	Seafront	Develop proposals and business cases to maximise site potential	Maximise use of asset Reduce operational costs Enhance service delivery	AR/JW	Ongoing
Quality of life	Seafront	Deliver new initiatives to improve access for equality groups.	Improve service access	AR	Ongoing
Climate Change	Seafront	Deliver new initiatives to reduce carbon footprint.	Reduced environmental impact	AR	Mar-26
Passionate and Proud workforce	Seafront	Develop an award-winning team through training, support and recognition.	Ensure all staff have regular 1:1s and team meetings, EMT, SMT and service meetings.	SMT	Ongoing
			Ensure all staff have an annual performance review and objectives	SMT	Mar-26
			Regularly assess staff/ team training needs	SMT	Ongoing
			Ensure all staff are up to date / completed corporate mandatory training records	SMT	Ongoing
			Increase the number of 'Our Stars' nominations by Managers	SMT	Mar-26
			Enhance staff/team/manager communication through regular on-site contact	SMT	Ongoing
Using our resources sustainably	Seafront	Maximise the potential of seafront businesses	Marketing plan agreed and delivered	AR	May-25

## Key to Corporate Priorities

<b>Green Spaces</b>	Our green spaces flourish and support the wellbeing of both people and nature
<b>Climate</b>	Climate change is tackled through sustainable policies and practice
<b>Pride</b>	Our communities have pride in our streets, neighbourhoods and public spaces
<b>Infrastructure</b>	People and places are connected by sustainable and modern infrastructure
<b>Safe &amp; secure</b>	Working together, everyone feels safe and secure
<b>Economy</b>	Our inclusive, vibrant and sustainable economy supports our communities to thrive
<b>Regeneration</b>	Revitalised high streets and regenerated key sites create new opportunities
<b>Employment</b>	Enjoyment is available for everyone and helps create value in our communities
<b>Engagement</b>	Local communities shape the services that matter to them
<b>Quality of life</b>	High quality of life for all, where people can be active, healthy and independent

## Our key measures of success

- Service plan measures should focus primarily on **outcomes** and less on **outputs**. Consider how the **impact** of your service actions can be measured, how you can identify trends and demonstrate the difference your service has made.
- Services should include any measures used to monitor performance against the Corporate Strategy. Similarly, if you have included actions from corporate-wide strategies you may want to include the associated measures.

Measure	Definition	Baseline	Target
Standards & Awards	Raise standards and award attainment	9 Blue Flags 1 Seaside Award	Retain awards
Quality of facilities	Improve maintenance and delivery of development programme	Often reactive to issues	Become more proactive in relation to anticipating issues and procuring
Customer feedback	Reduction of complaints and increase in compliments	Complaints are often reactive to issues	As above, focus on becoming more proactive
Finance	Income generation / surplus	See below	Exceed targets without compromising service standards

## Key risks & assumptions

- Weather and environmental conditions
- Cliff stability
- Seafront visitor numbers
- Consistent demand for facilities and services
- Provision of utility supplies
- Local planning authority and landlords approvals

Head of Service: Anthony Rogers

Service Director: Amanda Barrie

Date: March 2025

## CABINET



Report subject	<b>Resident Card</b>
Meeting date	1 October 2025
Status	Public Report
Executive summary	<p>The Resident Card is a commitment to residents across the conurbation to support household incomes at a time when cost of living is increasing. The Council intends to introduce a scheme which gives residents access to become “Resident Card” holder, offering a free hour of parking in council-owned car parks, discounts at our seaside kiosks and one swim per month at our BCP Leisure centres, to support the wellbeing of local people. Additionally, work is underway with our leisure partners and local businesses across our high streets to build an offer which gives residents more for their money and supports the growth of our economy. The scheme is intended to be accessed digitally and with a physical card and making it truly accessible for all from Spring 2026.</p> <p>This report details the BCP Residents Card offer, what the benefits are to residents and the opportunity to phase in offers or services as the scheme matures. This approach also means the scheme remains flexible and adaptable in line with financial forecasts.</p> <p>Subject to Cabinet approval, the intention is that the offer outlined in this report will set out the requirements for a technology provider. This will form the basis of a detailed specification and contract terms to enable the Council to progress to call off a supplier by direct award.</p>
Recommendations	<p><b>It is RECOMMENDED that:</b></p> <p><b>(a) Cabinet agrees the introduction of a Residents Card scheme, the initial offer as described in paragraph 12 onwards and the associated financial assessment.</b></p>

	<b>(b) Cabinet approves to delegate authority to the Chief Operating Officer in consultation with Director of Finance to finalise the scheme requirements including partner offers, direct award and associated contracts for the technical solution, in readiness for a summer 2026 go live.</b>
Reason for recommendations	Key activity in the Corporate Plan to deliver for residents. Supports key aims in the Corporate Plan including our inclusive, vibrant and sustainable economy supports our communities to thrive. Supports the Council's UKSPF Investment Plan and existing interventions

Portfolio Holder(s):	Cllr Richard Herrett, Destination Leisure and Commercial Operations
Corporate Director	Glynn Barton, Chief Operating Officer
Report Authors	Amena Matin, Amanda Barrie, Dawn Clifford
Wards	Council-wide
Classification	For Decision

## Background

1. The BCP Resident's Card is a commitment to empower local people and make life in the conurbation better. By introducing the Residents Card scheme, this will help to unlock savings direct to residents and encourage more active lifestyles through spending more time in the town centres and seafront, at a time when we recognise the hardships being felt. The BCP Resident Card is more than just a discount scheme, it's about putting our people over visitors, a celebration of local place designed to reward residents and energise neighbourhoods. Whether residents are grabbing a coffee along the seaside, or travelling around our district centres or looking to take advantage of our council swimming pools, this is an exciting scheme which puts residents first.
2. The Resident Card is a key activity within the Council's Corporate Plan for delivery in 2025-2026. It supports key aims in the Corporate Plan including: communities have pride in our streets, neighbourhoods and public spaces; and our inclusive, vibrant and sustainable economy supports our communities to thrive.
3. Every time the card is used, it supports local businesses, boosting footfall in town centres, and helping communities flourish. This will ensure we are building a vibrant, inclusive and sustainable economy.
4. It will be accessible to all with digital or physical card options. Whether residents are tech-savvy or prefer something tangible, the Resident Card is designed to be accessible to all.

5. This is just the beginning. As we learn more about how residents use their card, the offers will expand and evolve ensuring that residents are at the core of the future development.
6. The Resident's Card has been designed around three key principles:
  - I. To ensure equality for all through the delivery of a digital and physical card.
  - II. To deliver a customer offer with preferential rates on Council commercial services including parking, seafront catering venues and leisure centres and building a customer offer which drives footfall to our town centres, neighbourhoods and attractions.
  - III. Implement a scheme within a balanced budget - a key priority for this Administration.
7. The Resident Card scheme is aligned to the UK Shared Prosperity objectives of communities and place, support for local businesses and people and skills. Depending on usage, an individual Resident Card holder could see up to £50 in savings on expenditure in car parks and the seafront.
8. This report seeks approval of the BCP Residents Card offer and the delegated authority to carry out the direct award procurement of the technical solution to secure a launch by Spring 2026.

## **Progress**

9. From May 2023 onwards, the journey to develop the Residents Card has been marked by careful planning, strategic research, and adaptive decision-making. The initiative began with mapping out the core principles for a place-based offer. Extensive research followed, analysing comparable schemes from other local authorities, factoring in procurement strategies, budgetary impacts, and projected uptake—which ranged from 5% to 25% of the population and informed estimates for BCP Residents Card numbers.
10. With this groundwork in place, the project team designed an offer and solution aimed at being cost-neutral for the Council. By December 2024, an invitation to tender was published, seeking a supplier capable of delivering a sustainable business model. However, no tenders were received, likely due to economic challenges causing limited profitability in the market. In response, the Council re-evaluated the financial model and shifted towards a solution with minimal impact on the Medium Term Financial Plan (MTFP). Following recommendations from the Overview & Scrutiny committee in January 2025, the Cabinet resolved to set a charge for the Card.
11. The resulting Residents Card represents an ambitious yet financially prudent offer, designed to be phased in over time. As the scheme rolls out and matures, data insights into usage will further inform future enhancements and opportunities for residents.
12. The Residents Card is a cross-council initiative with a working group comprised of IT and Programmes, Finance, Commercial Operations, Economic Development, Communications and Marketing and Legal and Procurement services.

## **The Offer**

13. Early market engagement with other local authorities who run variants of a Residents/loyalty scheme has helped to shape the development of a BCP Residents Card. Feedback was local authorities to closely monitor income loss that occurs

when providing scheme discounts on Council services, financial due diligence and business modelling was conducted on a range of Council commercial services including but not limited to parking, leisure and attractions and services to ascertain and reduce the impact of offering discounts. The methodology included assessment of different scenarios and take up to ensure the Resident Card can be adequately delivered within a balanced budget.

14. Officers used this due diligence to design an initial Resident Card offer which had the least impact on budget, whilst still passing on valuable savings to residents.
15. Therefore, it is recommended that the initial Resident Card is launched with the following offer, noting the methodology for assessing financial impact is using high level assumptions and cross-authority intelligence :

<b>Category</b>	<b>Offer</b>	<b>Functionality</b>	<b>BCP Financial assessment (based on assumptions of take up and income impact)</b>
Parking	1-hour free parking. With any parking session purchased after 9:30am via RingGo in select town centre council owned surface car parks.	Integration with RingGo. Initially this offer will be accessed digitally however we are investigating workarounds to enable residents who aren't digitally abled, to access the offer. Parking investment options, which relate to the wider Parking Framework, are also being considered.	<b>£200,000 per year</b>
Catering	10% off drinks, food and snacks (excluding alcohol). Valid at all council owned, seafront catering kiosks and outlets,	Residents will use their digital or physical card to receive offer.	<b>£6,000 – £120,000 per year.</b>
Leisure	Each Resident Card holder can access entry to one public or lane swim session per month at a BCP Leisure centre (subject to availability).	Residents would use their digital or physical card to receive offer.	<b>X</b>
Business	Local businesses are able to determine their offer. This will be flexible and expand over time	Offers will be viewed on online. Members use their residents card (digital or physical) to redeem offer.	<b>N/A</b>

16. Longer term aspirations are to grow and expand the offers. Data and insight will be used to understand usage, trends and budget impact and will inform new offers. The technical solution will be flexible meaning these can be added to the residents card. Appendix 1 sets out the car parks in scope.
17. An administrative charge of between £5 and £10 will be applied to the card. This fee is intended to contribute to the delivery cost of the scheme. Further financial analysis is ongoing to confirm the final amount. The scheme is expected to provide residents with upfront savings.

### **Total Budget & Funding Sources**

18. £193,000 total budget has been identified for Year 1 - 2025/26. This is funded by UK Shared Prosperity Fund (£96,000 )and Base Budget (£97,000). This will be used to procure the technical solution including digital and physical card, set up and running costs for year 1. It will also fund the launch campaign. Work is taking place to understand ongoing running costs of the software. Financial modelling will determine membership fees, that offset this running cost from year 2 onwards. Despite anticipated income generation from membership fees, budget should be consider to support technical annual support and maintenance costs of technical solution.
19. Additional funding should also be considered for BCP Residents Card Service Management for the administration and running costs, including card promotion, business liaison & promotion, business offer approval, data management, and customer support. Financial modelling initially is based on the Membership fee covering costs of resources to break even, however noting this may result in fees becoming prohibitively expensive.
20. Additionally work has taken place to understand what membership take up numbers may be. This has been used to influence financial modelling for income loss. Engagement with other authorities has given us an understanding of membership numbers of their schemes
21. Over the longer term, consideration will be extended to groups exempt from membership fees, such as care experience leavers. The scheme aims to provide wellbeing offers accessible to a broad demographic. However, it will be necessary to collect initial membership data to assess the feasibility and extent of offering fee exemptions.

### **Technology Provider**

22. A tender exercise supported by Strategic Procurement was carried out during January 2025 to identify potential scheme providers that could deliver a scheme that would achieve a balanced budget for the Council.
23. Although there was interest in a Residents Card scheme, the suppliers indicated that they didn't respond to the tender due to the requirements that the Council was seeking a supplier who can deliver a sustainable business model to offset the potential financial impact to the Council income levels.
24. The residents card programme has used this feedback to refine the scope of the project and identify a viable BCP residents card offer. Additionally, budget has been identified for year 1 of the project, meaning that we can now direct award a contract, as a consequence of the unsuccessful procurement exercise.

25. We are using the finalised offer to create the business requirements and functionality of the Residents Card Software. These requirements include:
- Physical and digital card
  - Parking provider integration
  - Epos integration
  - Payment integration
  - Data collection with BCP ownership
26. This information will be used to create a detailed specification, allowing us to gain precise quotes and delivery timelines from technology providers. We will then direct award the contract for services.

## Options

27. The following options assessment has been completed

Option	Benefits/Disbenefits	Mitigation
Option 1: Approve recommended BCP residents card offer and give delegated authority Chief Operating Officer and Director of Finance to carry out direct award procurement.	<b>Benefits</b> <ul style="list-style-type: none"> <li>• Key activity within the Corporate Plan is delivered for residents</li> <li>• Programme objectives are met</li> <li>• Residents and businesses get the opportunity to benefit from the scheme</li> </ul> <b>Disbenefits</b> <ul style="list-style-type: none"> <li>• No funding after year 1.</li> <li>• Financial impact of BCP offers.</li> <li>• Potential low take up from residents due to limited offers</li> <li>• reputational damage if scheme is unsuccessful and terminated.</li> </ul>	<p>Income from membership fee will offset running costs for year 2 onwards</p> <p>£500k contingency to be offset any significant income loss.</p> <p>Offers will grow and be amended as we gain more data and insight over usage.</p>
Option 2: Do nothing – Pause work on Residents Card. Financial impact of offers are too significant. The scheme is delayed until cost neutral offers are identified.	<b>Benefits</b> <ul style="list-style-type: none"> <li>• Removes all uncertainties from the scheme</li> <li>• Balanced budget achieved</li> <li>• Work to date has given the Council expertise. Key documentation can be adapted and the project re-started at any time.</li> </ul> <b>Disbenefits</b> <ul style="list-style-type: none"> <li>• Key activity within the Corporate Plan is not delivered which may lead to reputational damage</li> <li>• Programme objectives not met</li> <li>• Residents and businesses will not get the opportunity to benefit from the scheme</li> </ul>	<p>Worked to date would be saved and could be resumed at pace, should offers or income become available</p>

- |  |  |
|--|--|
| <ul style="list-style-type: none"> <li>• UKSPF funding not used</li> </ul> |  |
|--|--|

## Summary of financial implications

### Forecasted Costs & Revenue

28. Based on assessment of take up, the income loss is forecast to be a maximum of £320,000. However, these figures are only indicative scenario testing and extensive financial modelling and due diligence. In July 2025, through the Budget Outturn report Cabinet has approved £500,000 reserves to be earmarked as contingency to bridge any significant income loss.
29. Income loss will be monitored throughout year one and offers may be adapted where necessary to reduced and significant or unexpected income loss.
30. Annual running costs will be agreed with supplier and membership fees will be established to offset this.

## Summary of legal implications

31. Legal approvals are required due to the impact on multiple wards. Procurement and data ownership considerations must comply with council regulations.

## Summary of human resources implications

32. Project delivery requires coordination across multiple departments including Marketing, Parking, Seafront, Economic Development, and IT. No direct HR impacts identified at this stage.

## Summary of sustainability impact

33. A Decision Impact assessment has been completed. It has concluded that the carbon footprint for the scheme low and digital access reduces environmental impact. (Appendix A)

## Summary of public health implications

34. The scheme has the potential to have a positive impact on public health by the inclusion of offers on Council leisure centres and health and wellbeing businesses in the local area. In the future, it may also be possible to offer free membership (subject to the ability to achieve a balanced budget) for some residents who may not be able to afford the scheme who may also benefit the most from accessing leisure services, reducing the need for future Council interventions in public health

## Summary of equality implications

35. This scheme was included in an Overview & Scrutiny Board Budget working group. The O&S Board recommended to Cabinet were:
  - (i) That any Resident Card offering is made fully accessible to all those who are not digitally enabled.
  - (ii) That there should be an application process for the card with a small financial contribution for the cost of processing and that the card should be a valuable

offer that residents are willing to pay a small cost for, so that it can be sustainable in terms of administrative costs.

- (iii) That any charge levied for the card should be the same regardless of the format and that consideration should be given to concessions for disadvantaged groups.

36. An EIA conversation/screening document has been completed and discussed with the EIA panel on 15 January 2025. (Appendix B). It advised that digital-only access may limit accessibility for some residents. Therefore, we are investigating workarounds to enable residents who aren't digitally abled, to access the Parking offer. Parking investment options, which relate to the wider Parking Framework are also being considered to help increase the accessibility to some residents.

### 37. Summary of Risk Assessment

Risk Type	Risk Description	Mitigation and control
Financial	All income loss figures are assumptions	Contingency set aside to offset significant lost.  Scheme will only expand if financially viable
Reputational/ Financial	Low take up of the scheme from residents. Residents have not be consulted on these particular offers. Therefore we can not guarantee take up of scheme	Previous resident engagement has indicated that parking offers would be a priority.
Technical	Possible delay in full implementation of technical solution	Phase roll out will mean that the go live date of summer 2026 is achieved. Both the offers and technical solution will grow and develop over time.
Financial	Uncertainty of projected income from membership fees, meaning year 2 running cost aren't sustainable.	Consider ongoing budget to support the scheme.
Performance	Low take up from Businesses. Businesses may not come forward with compelling offers due to economic climate	Businesses will be able to join the scheme once it is established. It is likely more businesses will join the scheme as membership numbers grow.

## Background papers

None

## Appendices

DIA

EIA

## Appendix 1

It's anticipated that the car parks in the initial offer will be:










Car Park	Spaces	Town
BRAIDLEY BRIDGE CAR PARK	63	Bournemouth
CENTRAL CAR PARK	315	Bournemouth
COTLANDS ROAD/YORK ROAD CAR PARK	492	Bournemouth
EDEN GLEN CAR PARK	66	Bournemouth
GLEN FERN CAR PARK	64	Bournemouth
LANSDOWNE ROAD CAR PARK	40	Bournemouth
RICHMOND HILL SURFACE CAR PARK	112	Bournemouth
WESTOVER GARDENS CAR PARK	40	Bournemouth
WESTHILL CAR PARK	127	Bournemouth
BANK CLOSE CAR PARK	156	Christchurch
BRIDGE STREET CAR PARK	30	Christchurch
CHRISTCHURCH QUAY CAR PARK	21	Christchurch
LEISURE CENTRE CAR PARK	159	Christchurch
PRIORY CAR PARK	92	Christchurch
SAXON SQUARE CAR PARK	265	Christchurch
WICK LANE CAR PARK	172	Christchurch
SELDOWN SURFACE CAR PARK	356	Poole
SERPENTINE LANE CAR PARK	20	Poole
SWIMMING POOL CAR PARK	356	Poole

Data and analytics will be used to monitor usage, the car offer may be adapted to reflect this usage.



**Proposal Title:** Residents Card

## Impact Summary

Climate Change & Energy	No positive or negative impacts identified	
Communities & Culture	Green - Only positive impacts identified	
Waste & Resource Use	No positive or negative impacts identified	
Economy	Green - Only positive impacts identified	
Health & Wellbeing	No positive or negative impacts identified	
Learning & Skills	No positive or negative impacts identified	
Natural Environment	No positive or negative impacts identified	
Sustainable Procurement	Green - Only positive impacts identified	
Transport & Accessibility	Green - Only positive impacts identified	

Answers provided indicate that the score for the carbon footprint of the proposal is: **0**

Answers provided indicate that the carbon footprint of the proposal is:	<b>Low</b>	
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**Proposal Title:** Residents Card

Proposal ID: **694**

Proposal Title: **Residents Card**

Type of Proposal: **Service**

Brief description:

**Introduction of a Residents Card Scheme. The Resident Card enables residents to gain preferential rates on select Council and local business products and services. It promotes local businesses bringing economic benefit. It will drive footfall into our town centres and neighbourhoods. It is loyalty type scheme which reflects the key drivers set by the Council and is easy to use for card holders. This will allow businesses and the Council to gain statistical information on customer spend profiles and other useful information which could then be used for other interventions to support town centre hubs and income generation processes**

Proposer's Name: **Dawn Clifford**

Proposer's Directorate: **Select from the Drop Down List**

Proposer's Service Unit: **Select from the Drop Down List**

Estimated cost (£): **Between £25K and PCR15 threshold**

If known, the cost amount (£): **£60k**

Ward(s) Affected (if applicable):

**All Wards**

Sustainable Development Goals (SDGs) supported by the proposal:

**1. No Poverty    8. Decent Work and Economic Growth**

**Proposal Title:** Residents Card

## Climate Change & Energy

Is the proposal likely to have any impacts (positive or negative) on addressing the causes and effects of climate change? **No**

If the answer was No, then the explanation is below (in this case there are no answers to subsequent questions in this section):

**It is a financial scheme**

- 1) Has the proposal accounted for the potential impacts of climate change, e.g. flooding, storms or heatwaves?
- 2) Does it assist reducing CO2 and other Green House Gas (GHG) emissions? E.g. reduction in energy or transport use, or waste produced.
- 3) Will it increase energy efficiency (e.g. increased efficiency standards / better design / improved construction technologies / choice of materials) and/or reduce energy consumption?
- 4) Will it increase the amount of energy obtained from renewable and low carbon sources?

How was the overall impact of the proposal on its ability to positively address the cause and effects of climate change rated?

**No positive or negative impacts identified**



The reasoning for the answer (details of impacts including evidence and knowledge gaps):

Details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc):

**Proposal Title:** Residents Card

## Communities & Culture

Is the proposal likely to impact (positively or negatively) on the development of safe, vibrant, inclusive and engaged communities? **Yes**

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):

- 1) Will it help maintain and expand vibrant voluntary and community organisations? **Yes**
- 2) Will it promote a safe community environment? **Not Relevant**
- 3) Will it promote and develop cultural activities? **Not Relevant**

How would the overall impact of the proposal on the development of safe, vibrant, inclusive and engaged communities be rated?

**Green - Only positive impacts identified**



Reasoning for the answer (details of impacts including evidence and knowledge gaps):

**It will help promote engaging communities by working with local business to drive up footfall within the town centres**

Details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc):

**Proposal Title:** Residents Card

## Waste & Resource Use

Is the proposal likely to have any impacts (positive or negative) on waste resource use or production and consumption? **No**

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):

### Digital scheme

- 1) Will it prevent waste or promote the reduction, re-use, recycling or recovery of materials?
- 2) Will it use sustainable production methods or reduce the need for resources?
- 3) Will it manage the extraction and use of raw materials in ways that minimise depletion and cause no serious environmental damage?
- 4) Will it help to reduce the amount of water abstracted and / or used?

How would the overall impact of the proposal on the sustainable production and consumption of natural resources be rated?

**No positive or negative impacts identified**



The reasoning for the answer (details of impacts including evidence and knowledge gaps):

Details of proposed mitigation/remedial action and monitoring  
(inc. timescales, responsible officers, related business plans etc):

**Proposal Title:** Residents Card

## Economy

Is the proposal likely to impact (positively or negatively) on the area's ability to support, maintain and grow a sustainable, diverse and thriving economy? **Yes**

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):

- 1) Will the proposal encourage local business creation and / or growth?

**Yes**

- 2) Will the proposal enable local jobs to be created or retained?

**Partially**

- 3) Will the proposal promote sustainable business practices?

**Not Relevant**

=How would the overall impact of the proposal on it's potential to support and maintain a sustainable, diverse and thriving economy be rated?

**Green - Only positive impacts identified**



The reasoning for the answer (details of impacts including evidence and knowledge gaps):

**We want to provide a scheme that helps economic growth, by offering local business deals and discount.**

Details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc):

**Proposal Title:** Residents Card

## Health & Wellbeing

Is the proposal likely to impact (positively or negatively) on the creation of a inclusive and healthy social and physical environmental for all? **No**

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):

**This is a digital discount scheme for all residents.**

- 1) Will the proposal contribute to improving the health and wellbeing of residents or staff?
- 2) Will the proposal contribute to reducing inequalities?
- 3) Will the proposal contribute to a healthier and more sustainable physical environment for residents or staff?

How would the overall impact of the proposal on the creation of a fair and healthy social and physical environmental for all be rated?

**No positive or negative impacts identified**



The reasoning for the answer (details of impacts including evidence and knowledge gaps):

Details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc):

**Proposal Title:** Residents Card

## Learning & Skills

Is the proposal likely to impact (positively or negatively) on a culture of ongoing engagement and excellence in learning and skills? **No**

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):

**This is a discount scheme for all residents. Currently learning and skills are planned offers**

- 1) Will it provide and/or improve opportunities for formal learning?
- 2) Will it provide and/or improve community learning and development?
- 3) Will it provide and/or improve opportunities for apprenticeships and other skill based learning?

How would the overall impact of the proposal on the encouragement of learning and skills be rated?

No positive or negative impacts identified



The reasoning for the answer (details of impacts including evidence and knowledge gaps):

Details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc):

**Proposal Title:** Residents Card

## Natural Environment

Is the proposal likely to impact (positively or negatively) on the protection or enhancement of local biodiversity or the access to and quality of natural environments?

**No**

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):

**This is a discount scheme for all residents. Currently learning and skills are planned offers**

- 1) Will it help protect and improve biodiversity i.e. habitats or species (including designated and non-designated)?
- 2) Will it improve access to and connectivity of local green spaces whilst protecting and enhancing them?
- 3) Will it help protect and enhance the landscape quality and character?
- 4) Will it help to protect and enhance the quality of the area's air, water and land?

How would the overall impact of your proposal on the protection and enhancement of natural environments be rated?

**No positive or negative impacts identified**



The reasoning for the answer (details of impacts including evidence and knowledge gaps):

Details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc):

**Proposal Title:** Residents Card

## Sustainable Procurement

Does your proposal involve the procurement of goods, services or works? **Yes**

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):

Has or is it intended that the Strategic Procurement team be consulted?

**Yes – already underway**

If the Strategic Procurement team was not consulted, then the explanation for this is:

- 1) Do the Government Buying Standards (GBS) apply to goods and/or services that are planned to be bought?

**No**

- 2) Has sustainable resource use (e.g. energy & water consumption, waste streams, minerals use) been considered for whole life-cycle of the product/service/work?

**Not Relevant**

- 3) Has the issue of carbon reduction (e.g. energy sources, transport issues) and adaptation (e.g. resilience against extreme weather events) been considered in the supply chain?

**Not Relevant**

- 4) Is the product/service fairly traded i.e. ensures good working conditions, social benefits e.g. Fairtrade or similar standards?

**Yes**

- 5) Has the lotting strategy been optimised to improve prospects for local suppliers and SMEs?

**Yes**

- 6) If aspects of the requirement are unsustainable then is continued improvement factored into your contract with KPIs, and will this be monitored?

**Not Relevant**

How is the overall impact of your proposal on procurement which supports sustainable resource use, environmental protection and progressive labour standards been rated?

**Green - Only positive impacts identified**



The reasoning for the answer (details of impacts including evidence and knowledge gaps):

**Procuring a digital solution. Have carried out formal market engagement in order to engage specifically with local providers.**

**Proposal Title:** Residents Card

Details of proposed mitigation/remedial action and monitoring (inc. timescales, responsible officers, related business plans etc):

**Proposal Title:** Residents Card

## Transport & Accessibility

Is the proposal likely to have any impacts (positive or negative) on the provision of sustainable, accessible, affordable and safe transport services - improving links to jobs, schools, health and other services? **Yes**

If the answer was No, then the explanation is below (there are no answers to subsequent questions in this section):

- 1) Will it support and encourage the provision of sustainable and accessible modes of transport (including walking, cycling, bus, trains and low emission vehicles)?  
**Yes**
- 2) Will it reduce the distances needed to travel to access work, leisure and other services? **No**
- 3) Will it encourage affordable and safe transport options?  
**Yes**

How would the overall impact of your proposal on the provision of sustainable, accessible, affordable and safe transport services be rated?

**Green - Only positive impacts identified**



The reasoning for the answer (details of impacts including evidence and knowledge gaps):

**We have moved away from a specific parking offer, in order to look at a future transport offer. Encouraging more sustainable and accessible modes of transport.**

Details of proposed mitigation and monitoring (inc. timescales, responsible officers, related business plans etc):

## Equality Impact Assessment: Conversation Screening Tool

[Use this form to prompt an EIA conversation and capture the discussion. This completed form or if needed, a full EIA report (form 3) will be published as part of the decision-making process *\*Please delete prompts before publishing\**

The Council is legally required by the Equality Act 2010 to evidence how it has considered its equality duties in its decision-making process.

The Council must have due regard to the need to -

- (a) eliminate discrimination, harassment, victimisation and any other conduct that is prohibited by or under this Act;
- (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it;
- (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.

Having due regard to the need to advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it involves having due regard, in particular, to the need to -

- (a) remove or minimise disadvantages suffered by persons who share a relevant protected characteristic that are connected to that characteristic;
- (b) take steps to meet the needs of persons who share a relevant protected characteristic that are different from the needs of persons who do not share it;
- (c) encourage persons who share a relevant protected characteristic to participate in public life or in any other activity in which participation by such persons is disproportionately low.

A link to the full text of [s149 of the Equality Act 2010](#) which must be considered when making decisions.

<b>1</b>	<b>What is being reviewed?</b>	Service – BCP Residents Card
<b>2</b>	<b>What changes are being made?</b>	<p>The Residents Card Scheme is a Member initiative. The vision is to support our town centres, high streets and neighbourhoods, driving footfall into local retail, food &amp; drink, leisure and key attractions and unlocking insight to enable future interventions. The scheme is a key priority for the Council to deliver within its Corporate Plan, and supports the Council's aims of communities have pride in our streets, neighbourhoods and public spaces; our inclusive, vibrant and sustainable economy supports our communities to thrive; using data, insights and feedback to shape services and solutions; working closely with partners, removing barriers and empowering others and using our resources sustainably to support our ambitions. The scheme will put residents first, supporting them with the cost of living.</p> <p>BCP Council are looking to create and supply a Residents Card scheme that offers residents preferential rates on local business and Council products and services, such as food and drink, leisure, attractions, retail and parking. The scheme is intended to be available via a digitally and physical card.</p> <p>We are looking to work with a supplier who recognise the benefits to both parties in collaborating on the development of an attractive customer offer and the application of an innovative business model that ensures the longevity of the scheme.</p> <p>We have explored alternative delivery methods; however, these were discounted as they did not meet the project's primary deliverable of implementing a scheme within a balanced budget, nor did they include Council services. The discounted options are listed below:</p>

		<p>Extension of Staff Discount Scheme: Extensive cost analysis indicated it would be infeasible to replicate this scheme due to significant income erosion.</p> <p>Small Business Scheme: Although cost-neutral business models could run a discount scheme for local businesses, it would not be possible to include Council services within this model.</p>
3	<b>Service Unit:</b>	Investment and Development
4	<b>Participants in the conversation:</b>	<p>Dawn Clifford</p> <p>Ruth Spencer</p>
5	<b>Conversation date/s:</b>	<p>Regular Steering Group meetings – various dates throughout 2024</p> <p>Regular project meetings – various dates throughout 2024</p> <p>Procurement and legal meetings – December 2024</p> <p>8 October 2024</p>
6	<b>Do you know your current or potential client base? Who are the key stakeholders?</b>	400k adult residents across BCP.
7	<p><b>Do different groups have different needs or experiences?</b></p> <p>age (young/old), disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, race, religion or belief, sex, sexual orientation, members of the armed forces community, any other factors/groups e.g. socioeconomic status, carers, human rights.</p>	<p>The following groups will have different experiences</p> <ul style="list-style-type: none"> <li>• Age – app technology may not be easy to use for older age groups,</li> <li>• Disability – visual impairment would restrict use technology, adults with learning disabilities may need support using the scheme</li> <li>• Socioeconomic status – may not have access to devices or internet in order to access the scheme</li> <li>• Socioeconomic status – may not have offers and discounts they can use. E.g parking offer.</li> </ul> <p>The following groups were considered but not different needs were identified</p> <ul style="list-style-type: none"> <li>• Gender reassignment</li> <li>• Marriage and civil partnership</li> <li>• Pregnancy and maternity</li> <li>• Race</li> <li>• Religion or belief</li> <li>• Sex</li> <li>• Sexual Orientation</li> <li>• Member of the armed forces community</li> </ul>
8	<b>Will this change affect any service users?</b>	Yes, service users will receive discount on certain services, that they don't currently receive.
9	<p><b>[If the answer to any of the questions above is 'don't know' then you need to gather more evidence. The best way to do this is to use forms 2 and 3. <i>*Please delete prompts before publishing*</i></b></p>	

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10	<b>What are the benefits or positive equality impacts of the change on current or potential users?</b>	<p>We have considered all the protected characteristics. For socio economic status, the introduction of a residents card will help with the cost of living so although everyone gets the same discount the impact would be greater on this group.</p>
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11	<b>What are the negative impacts of the change on current or potential users?</b>	<ul style="list-style-type: none"> <li>• Age – app technology may not be easy to use for older age groups. We intend to work with our libraries and customer hubs to ensure there is ICT support available. There will opt in physical cards for those that require them. We have been working closely with the Smart Place team and have benefitted from their work and learning in Boscombe. Therefore this has been discussed at older people focus groups.</li> <li>• Disability – visual impairment would restrict use technology, adults with learning disabilities may need support using the scheme. Braile appropriate physical cards are a key requirement. We intend to advertise in day centres as we recognise the importance of reaching all adult residents within BCP.</li> <li>• Socioeconomic status – may not have access to devices or internet in order to access the scheme. We intend to work with our libraries and customer hubs to ensure there is ICT support available. Again, learning from the Smart Place team's work in Boscombe has given us better understanding soci economic impact around internet access and practices in place to support this, such as free wifi.</li> <li>• Socioeconomic status –may not have offers and discounts they can use. E.g parking offer. In future phases we will mitigate this by trying to offer a broad range of discounts. For example, offering transport rather than parking discounts. Dynamic discounts for when shops have surplus stock – this would help cost of living crisis as likely to be on essential spend rather than luxury. Also, we intend to use analytics to understand what is popular and use this information to evolve the scheme.</li> </ul>
12	<b>Will the change affect employees?</b>	Employees that are residents will be able to access the scheme.
13	<b>Will the change affect the wider community?</b>	Yes, the wider BCP community will see a positive change in that they pay less
14	<b>What mitigating actions are planned or already in place for those negatively affected by this change?</b>	<p>Physical card will be available for those unable to use app/digital card. This is a requirement set by Members. Physical cards will be supported by a website. Residents would be able to see offer on the website. Although the physical card and website may not offer the full functionality of the app, it's hoped that it will offer usable alternative to those not able to use the app. We are working with Parking Services to establish workarounds to enable residents who aren't digitally abled, to access the offer. Parking investment options, which relate to the wider Parking Framework are also being considered.</p> <p>Sign up process support via BCP libraries – computers, internet and potentially customer staff available to support..</p>

		<p>Diverse offers to ensure there are offer that all residents can use.</p> <p>Use of analytics and insight to create a dynamic and relevant scheme. Understand popular offers, and locations.</p> <p>Understand demographics of those signed up. Look to understand areas and age groups that need more support with sign up. We are working with Comms and Marketing to ensure that advertisement of the scheme reaches a wide and varied audience</p>
15	<p><b>Summary of Equality Implications:</b></p>	<p>It is the Administration's objective for the Residents Card to be used by as many residents as possible. In order to achieve this high take up, it's essential we consider the protected characteristics of our residents to make sure our product is fully accessible to all residents. This has formed an important part of scoping this project, and equality has become a regular topic at project meetings. Key themes for this project have been digital inclusivity and fair &amp; accessible offers.</p> <p>Although it is difficult to fully address digital inclusivity, we feel we are working towards this by working with teams in Boscombe and understanding the work they have done to help the community. Although our product will primarily be digital, there will be a physical card and website that run alongside this. We plan to offer support to residents via libraries, customer hubs and day centres about accessing the scheme and internet.</p> <p>The software for the scheme will provide data and analytics on customer usage. We will use this check that we are fully understanding our residents needs. The scheme will be modular and we intend to regularly update and expand it to reflect our residents changing needs.</p>

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## OVERVIEW AND SCRUTINY BOARD

### RECOMMENDATION TRACKER

UPDATED: [10.09. 2025]

Minute number	Item	Recommendation made *items remain for monitoring until implementation is complete or committee agree to remove.	Recommended to *name of receiving body/ Officer, and date received	Outcome *accepted/ partially accepted/ rejected/ unknown.	Implementation updates
Recommendations from Board meeting – <a href="#">13 May 2024</a>					
9	<b>A shared vision for Bournemouth, Christchurch and Poole 2024-28 Strategy and Delivery Plan</b>	<p>RESOLVED that the Board support the recommendations to Cabinet, subject to the suggested amendments from the Board:</p> <p>(a) The delivery plan be approved (b) The measures for monitoring progress and ensuring accountability for delivery be agreed.</p> <p>Note – minor amendments to the measures contained in the report were suggested by the O&amp;S Board and captured in the full minutes of the meeting.</p>	Cabinet - 22 May 2024	<b>Recommendations accepted.</b>	<p>The Portfolio Holder confirmed that the amendments suggested at O&amp;S Board had been incorporated into the revised version of the Strategy and Delivery Plan supplied for decision by Cabinet.</p> <p>(Update by O&amp;S Specialist, 28/4/25)</p>
Recommendations from Board meeting – 16 July 2024 – No recommendations made at this meeting.					
Recommendations from Board meeting – 27 August 2024 – No recommendations made at this meeting.					
Recommendations from Board meeting – 23 September 2024 – No recommendations made at this meeting.					
Recommendations from Board meeting – 1 October 2024 – No recommendations made at this meeting.					
Recommendations from Board meeting – <a href="#">21 October 2024</a>					

60	<b>Blue Badge Service Update Report</b>	<p>The Board resolved that:</p> <p>The Portfolio Holder/Leader and the Chief Executive be asked to write to the Department for Transport to raise the concerns outlined by the O&amp;S Board and that the Portfolio Holder take the issue forward with local MPs and the Local Government Association to encourage local authorities to raise these issues with the Department for Transport and request that central government gives local authorities the freedom to set fees which cover the cost of administering the system and that the system should be simplified in terms of renewal processes.</p>	Portfolio Holder/Leader/ Chief Executive	Recommendations partially accepted by the Portfolio Holder	<p>The Portfolio Holder confirmed that they had written to the Department for Transport and provided the response received to the O&amp;S Board at its meeting on 12 May.</p> <p>It was unknown if this had been raised directly with the LGA and at the O&amp;S Board meeting on 12 May the Portfolio Holder undertook to follow up on this.</p>
<b>Recommendations from Board meeting – <a href="#">18 November 2024</a></b>					
69	<b>O&amp;S Budget Working Groups – findings and recommendations</b>	<p>Recommended to Cabinet</p> <ol style="list-style-type: none"> <li>1. That the principle of an inflationary increase across all parking charges be endorsed for the 2025/26 budget.</li> <li>2. That it requests Officers to take into account the suggestion that an assessment be made on using a proportion of surplus income to accelerate the parking charging machine replacement programme prioritising the best value machines in order to reduce future costs (subject to the necessary procurement processes).</li> <li>3. That Officers be requested to explore options to reduce costs for the Council and make the process easier for the public to pay for car parking, in particular an option to be able to pay in advance/on Council website.</li> </ol>	Cabinet – 10 December 2024	Partially accepted	<p>Responses provided to the Cabinet meeting on 5 February</p> <p><a href="://ced-pri-cms-02.ced.local/documents/s55921/Appendix%203a%20-%20Portfolio%20Holder%20Responses%20to%20Budget%20Scrutiny.pdf">://ced-pri-cms-02.ced.local/documents/s55921/Appendix%203a%20-%20Portfolio%20Holder%20Responses%20to%20Budget%20Scrutiny.pdf</a></p>

		<div>1. That it requests that Officers evaluate the retention and recruitment of Civil Enforcement Officers to ensure a robust and resilient workforce to provide an appropriate level of resource and promote safe and appropriate parking.</div> <div>2. That Officers be requested to ensure adequate resourcing of parking enforcement to reduce inappropriate parking around schools.</div>	Cabinet – 10 December 2024	Accepted	<div>Response from Portfolio Hodler received at the O&amp;S Board meeting on 3 February 2025 :</div> <div><a href="http://ced-pri-cms-02.ced.local/documents/s55808/responses%20from%20Cabinet.pdf">http://ced-pri-cms-02.ced.local/documents/s55808/responses%20from%20Cabinet.pdf</a></div>
		<div>The O&amp;S Board recommend to Cabinet:</div> <div>1. That any Resident Card offering is made fully accessible to all those who are not digitally enabled.</div> <div>2. That there should be an application process for the card with a small financial contribution for the cost of processing and that the card should be a valuable offer that residents are willing to pay a small cost for, so that it can be sustainable in terms of administrative costs.</div> <div>3. That any charge levied for the card should be the same regardless of the format and that consideration should be given to concessions for disadvantaged groups.</div>	Cabinet – 10 December 2024	Recommendations partially accepted	<div>Responses provided to the Cabinet meeting on 5 February</div> <div><a href="http://ced-pri-cms-02.ced.local/documents/s55921/Appendix%20a%20-%20Portfolio%20Holder%20Responses%20to%20Budget%20Scrutiny.pdf">://ced-pri-cms-02.ced.local/documents/s55921/Appendix%20a%20-%20Portfolio%20Holder%20Responses%20to%20Budget%20Scrutiny.pdf</a></div> <div>Response from Portfolio Hodler received at the O&amp;S Board meeting on 3 February 2025 :</div> <div><a href="http://ced-pri-cms-02.ced.local/documents/s55808/responses%20from%20Cabinet.pdf">http://ced-pri-cms-02.ced.local/documents/s55808/responses%20from%20Cabinet.pdf</a></div> <div>Note: the residents card offer did not progress as part of the budget</div>
Recommendations from Board meeting – <a href="#">9 December 2024</a>					
78	Pay and Reward Progress Update	RESOLVED that Cabinet be recommended to approve option 2 of the proposed process flowchart (Appendix 1 of the report) and the commencement of collective consultation under s188 of the Trade Union and Labour Relations (Consolidation) Act 1992 ('TULRCA'), which is a statutory obligation where an employer is proposing to dismiss 20 or more employees.	Cabinet - 10 December 2024	Recommendation accepted	Negotiations with the pay and reward progress have continued and a new offer had been made to the unions. A ballot was now taking place with the recognised trade unions and an outcome was expected by the end of June 2025. This report was brought to O&S Board and Cabinet

79	<b>Housing Delivery Council Newbuild Housing and Acquisition Strategy (CNHAS) update and Harbour Sail acquisition</b>	RESOLVED that the Overview and Scrutiny Board recommend that Cabinet support the recommendations as set out in the Cabinet report: <a href="#">Housing Delivery Council Newbuild Housing and Acquisition Strategy CNHAS update and Harbour Sail a.pdf</a>	Cabinet - 10 December 2024	Recommendation accepted	The recommendation from Cabinet has not been put before Council because the purchase of Harbour Sail has not proceeded. This was due to timing of the purchase which affected the ability to use the grant for the purchase (which without this grant the scheme was no longer financially viable) and that title restrictions could not be altered to allow flexibility of tenure that was required. The grant has been reallocated to other property acquisitions.
81	<b>BCP Council Libraries – Update on Library Strategy Development</b>	RESOLVED that the Overview and Scrutiny Board recommend that Cabinet support the recommendations as set out in the Cabinet report: <a href="#">BCP Council Libraries Update on Library Strategy Development.pdf</a>	Cabinet - 10 December 2024	Recommendation accepted	The Library strategy is expected to be considered by the Overview and Scrutiny Board and Cabinet in August and September 2025
Recommendations from Board meeting – <a href="#">6 January 2025</a>					

90	Devolution	<p>Recommended to the Leader that:</p> <p>a: The Leader arranges an emergency Full Council Meeting at the earliest opportunity to enable a vote of ALL of the available options</p> <p>b: An evidence-based piece of work be undertaken on the pros and cons of a devolution arrangement with both the Solent deal AND Wessex deal, including exploring a public referendum for BCP residents.</p>	Leader of the Council	Partially accepted	<p>Full Council meeting was arranged for 15 January 2025.</p> <p>The Council meeting considered the options of both the Solent deal and the Wessex deal, further information was brought to the Council meeting and Council voted to participate in the priority programme and to move forward with the Wessex proposal.</p>
Recommendations from Board meeting – 13 January 2025 – No recommendations made at this meeting					
Recommendations from Board meeting – <a href="#">3 February 2025</a>					
106	Council Budget Monitoring 2024/25 at Quarter 3	RESOLVED that the O&S Board recommend to the Audit and Governance Committee that it instigate an investigation on the Carters Quay development.	Audit and Governance Committee 27 February 2025	Recommendation Accepted	Update provided to the A&G Committee at its meeting on 29 May. Chief Executive agreed that a report of the governance and process could be produced for the 24 July. It was also agreed to circulate by email the updated provided by the Director, Investment and Development together with the advice previously provided by the Monitoring Officer. <a href="#">Carters Quay - Update.pdf</a> A further report will be taken to Cabinet
Recommendations from Board meeting – <a href="#">4 March 2025</a>					
115	Community Governance Review – Draft Recommendations	RESOLVED: that the O&S Board Recommend to Cabinet that the draft recommendations of the Task and Finish Group relating to proposals for Burton and Winkton (A), Hurn (B), Highcliffe & Walkford (C) and Christchurch Town (D) be recommended to Council, for approval for publication and consultation, without amendment.	Cabinet date – 5 March 2025	Recommendations Accepted	Consultation progressed with these proposals. The Consultation closed 22 June 2025. The Working group are processing the outcome of the consultation and a report will be brought back to the October Cabinet meeting.

		RESOLVED: That the O&S Board recommend to Cabinet that the draft recommendations of the Task and Finish Group relating to Broadstone (F) and Poole Town (J) be recommended to Council, for approval for publication and consultation, without amendment.		Recommendations Accepted	
		RESOLVED that the Board recommend to Cabinet that that the recommendation for Bournemouth (K) not be forwarded to Council.		Recommendation Rejected	Cabinet felt that it was important to consult on all areas including (k) Bournemouth Town and therefore supported the recommendations as set out by the task and finish group and did not support recommendation 3 as submitted by the Overview and Scrutiny Board.
		RESOLVED that the Board recommend to Cabinet that the draft recommendations of the Task and Finish Group relating to Southbourne (I) be recommended to Council, for approval for publication and consultation, without amendment.		Recommendations Accepted	
		RESOLVED that the O&S Board recommend to Cabinet that the draft recommendations of the Task and Finish Group relating to Boscombe and Pokesdown (H) be recommended to Council, for approval for publication and consultation, without amendment.		Recommendations Accepted	
		RESOLVED that the O&S Board recommend to Cabinet that the draft recommendations of the Task and Finish Group relating to Throop and Holdenhurst (E) be recommended to Council, for approval for publication and consultation, without amendment.		Recommendations Accepted	

		RESOLVED that the O&S Board recommend to Cabinet that the draft recommendations of the Task and Finish Group relating to Redhill and Northbourne (G) be recommended to Council, for approval for publication and consultation, without amendment		Recommendations Accepted	
116	<b>Bournemouth Development Company LLP Business Plan</b>	RESOLVED that the O&S Board recommend to Cabinet that a decision to extend the Winter Gardens site 'Option Execution Date' is deferred by Cabinet until the new BDC Partnerships Business Plan has been approved by Cabinet.	Cabinet – 5 March 2025	Recommendation rejected	The Cabinet did amend a recommendation as follows: Agrees the principle of an extension of the Winter Gardens site "Option Execution Date", with details to be agreed to be delegated to the Chief Operations Officer acting in consultation with the Leader of the Council, or until Cabinet have had the opportunity to review a revised partnership business plan including the site development plan for the revised Winter Gardens scheme." It was not able to agree a deferment of this decision as this would stop progress on the Winter Gardens development.
117	<b>Strategic Community Infrastructure Levy (CIL)</b>	RESOLVED That the Board recommended to Cabinet:  1. That the spending priorities for Strategic CIL as set out in Option 2 of the paper over the period 2024/25 to 2029/30 be agreed provided CIL income is as forecast; and  2. That the report be updated annually for Cabinet and Council.	Cabinet – 5 March 2025	Recommendations accepted	Accepted by Cabinet and spending priorities agreed for 2024/25 to 2029/30 for CIL.
<b>Recommendations from Board meeting – <a href="#">12 May 2025</a></b>					
11.	<b>Blue Badge Update</b>	The Chair requested that the matter also be raised with the Local Government Association particularly regarding the cost of administering the Blue Badge scheme and the limitations of the current data system	Cabinet Portfolio Holder for Customer, Communication and Culture		Update on this issue awaited – no deadline date

12.	<b>Arts and Culture Funding</b>	<p>Recommended to Cabinet:</p> <ol style="list-style-type: none"> <li>1. That the O&amp;S Board recognise the value of the NPOs funded by BCP to Health and well-being youth and the local economy and urge Cabinet to protect the funding BCP currently provides.</li> <li>2. That Cabinet endorse the work that's been done with schools by the NPOs and recommends that Cabinet take action to encourage all schools to take part.</li> <li>3. To explore whether it would be a benefit for a Councillor to be appointed as a member of the Board on any or all of the NPO organisations, and</li> <li>4. That it ensures that the arts by sea festival goes ahead next year.</li> </ol>	Cabinet – 13 May 2025	<b>Recommendations Accepted</b>	<p>1: The cultural funding remains in the MTFP so there is no change in that position as of the moment.</p> <p>2: The Portfolio Holder is working with the Cultural Hub to encourage this.</p> <p>3: The Portfolio Holder has spoken to the NPO and they respectfully suggested that this would not be helpful. The Portfolio Holder agreed with this especially as they would likely be a PH and the Portfolio Holder already had very close links with all of them.</p> <p>4: We are planning for ABTS next year and awaiting funding news from ACE.</p>
<b>Recommendations from Board meeting – <a href="#">9 June 2025</a></b>					
22.	<b>Bournemouth Air Festival</b>	The Overview and Scrutiny Board agreed with the recommendation that Cabinet agrees to Option 4 as set out in the report, which acknowledges the ongoing process for new events to come forward and stops any further work on an Air Festival for 2026 onwards.	Cabinet – 18 June 2025	<b>Recommendation Accepted</b>	Recommendation accepted and confirmed that further work on the Air Festival for 2026 had been discontinued.
23.	<b>Bournemouth Development Company - Winter Gardens Project</b>	<p>1. The Overview and Scrutiny Board supported the following recommendations to Cabinet:</p> <ul style="list-style-type: none"> <li>(c) Cabinet approves the BDC Partnership Business Plan for 2025 – 2030.</li> <li>(c) Cabinet confirms the extension of the Site Option Execution Date to September 2028, allowing Muse as the Private Sector Partner in</li> </ul>	Cabinet – 18 June 2025	<b>Recommendation Accepted</b>	The development plans are due to come forward for consideration in December 2025 and it was proposed by the Leader that these would go to full Council.

		<p>the BDC to fund the first stage of work on the new Winter Gardens scheme, resulting in a new Site Development Plan.</p> <p>(c) Cabinet approves proceeding on the understanding that public parking will not be included in a new scheme design.</p> <p>2. The Overview and Scrutiny Board welcomed the development of the Town Centre Vision for Bournemouth and requested to scrutinise the regeneration visions for the 3 Towns in the BCP Area as these are redeveloped.</p>			
		<p>3. The Overview and Scrutiny Board welcomed the development of the Town Centre Vision for Bournemouth and requested to scrutinise the regeneration visions for the 3 Towns in the BCP Area as these are redeveloped.</p>		<p><b>Recommendation Accepted – update provided</b></p>	<p>We are developing the narrative across the three towns identifying key strengths and uniqueness to build upon the vision set out in the Corporate Strategy : vibrant places, where healthy people and nature flourish, with a thriving economy in a healthy natural environment. To support this we've made good progress by the establishment of a Citizen's Panel and the Growth Board. The Citizen's Panel comprises of residents with a focus on the town centre which is helping to provide insight into how residents feel and engage within the space. The Growth Board is a newly established steering group which is comprised of representatives from key sectors within the BCP conurbation including Business Improvement District, education, manufacturing, Starts up and the volunteering sector. These perspectives are helping to shape our vision for BCP as a place which can thrive, for residents to feel civic pride and a destination for visitors to enjoy. The conversation at the O&amp;S focussed on how Winter Gardens fits into the wider context of the Town Centre and committee members asked for that to form part of any proposals from BDC. There is an existing Town Centre Vision which forms part of the Local Plan, and the intention is for BDC to review this to support a future planning application, ensuring it reflects the nature of the development proposals in the absence of a formal planning policy framework.</p>

24.	<b>Leisure Services Presentation and Discussion</b>	The Overview and Scrutiny Board recommended that Cabinet be urged to put in place an "Access to Leisure" scheme across the whole BCP area as soon as possible, recognising that people in Poole have lost this facility and with particular emphasis on ensuring accessibility for people with disabilities	Cabinet – 18 June 2025	Recommendation Accepted – update from Portfolio Holder Provider	The Portfolio holder has asked that officers explore options around a renewed access to leisure facility and bring forward options, including but not limited to; how that would be managed, financial implications, and meeting the recommendation as requested by the Overview and scrutiny board.
<b>Recommendations from Board meeting – <a href="#">15 July 2025</a></b>					
31.	<b>Enhancement to Pay and Reward Offer</b>	<p>The Overview and Scrutiny Board supported the following recommendations to Council within the Cabinet report:</p> <ul style="list-style-type: none"> <li>a) Agree the additional costs associated with enhancing the proposed Pay and Reward offer.</li> <li>b) Agree the additional savings proposals outlined in Appendix 1 to ensure the cost implications of the proposal remain consistent with the February 2025 endorsed Medium Term Financial Plan.</li> <li>c) Agrees the details of the enhanced offer shown in Appendix 4 and 5 that will form the basis of the signed collective agreement with our recognised trade unions.</li> <li>d) Approves the recommended implementation date of 1 December 2025.</li> </ul>	Cabinet – 16 July	Recommendations Accepted	Agreed by Council on 22 July 2025. Work underway to achieve implementation for December 2025.
32.	<b>Scrutiny of Budget Related Cabinet reports – MTFP update report</b>	<p>The Overview and Scrutiny Board endorsed the work of Members and Officers around SEND as set out in recommendation C of the report as follows:</p> <p>In respect of the SEND deficit, note the update and acknowledges the action taken by the Leader and the Director of Finance</p>	Cabinet - 16 July	Recommendations Accepted	

## OUTSTANDING ACTIONS

Minute number	Item	Action* *Items remain until action completed.	Benefit	Outcome (where recommendations are made to other bodies)
<b>Actions from Board meeting – 12 May 2025</b>				
<b>10.</b>	<b>BCP Complaints Policy</b>	RESOLVED that the Board further examine the role of councillors in the complaints process, particularly in relation to ward issues and casework.	To ensure the effectiveness of both the Councils complaints process and work of Ward Councillors	Work underway - Cllr S Aitkenhead as rapporteur
<b>11.</b>	<b>Blue Badge Update</b>	That an update be provided to the Board in approximately 12 months- time. (This will probably be in the format of an informal update circulated outside of the meeting)	To monitor and receive assurance that the current situation has not changed.	To be added to the Boards work plan
<b>Actions from Board meeting – 15 July 2025</b>				
<b>29.</b>	<b>Work Plan</b>	Consultation Framework Working Group to be reopened to consider recent consultations (e.g., Community Governance Review and car parking consultation) as case studies.	This would help strengthen the recommendations and the framework under development.	Additional meetings to be set up as soon as possible.

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## OVERVIEW AND SCRUTINY BOARD



Report subject	<b>Work Plan</b>
Meeting date	22/09/2025
Status	Public Report
Executive summary	The Overview and Scrutiny (O&S) Committee is asked to consider and identify work priorities for publication in a Work Plan.
<b>Recommendations</b>	<b>It is RECOMMENDED that:</b>  <b>the Overview and Scrutiny Committee review, update and confirm the Work Plan.</b>
Reason for recommendations	The Council's Constitution requires all Overview and Scrutiny Committees to set out proposed work in a Work Plan which will be published with each agenda.
Portfolio Holder(s):	N/A – Overview and Scrutiny is a non-executive function
Corporate Director	Aidan Dunn, Chief Executive
Report Authors	Lindsay Marshall, Overview and Scrutiny Specialist
Wards	Council-wide
Classification	For Decision

### Work Plan updates

1. This report provides the latest version of the Committee's Work Plan at Appendix A and guidance on how to populate and review the Work Plan in line with the Council's Constitution. For the purposes of this report, all references to Overview and Scrutiny Committees shall also apply to the Overview and Scrutiny Board unless otherwise stated.
2. Items added to the Work Plan since the last publication are highlighted as **NEW**. Councillors are asked to consider and confirm the latest Work Plan.
3. In addition to the latest Work Plan, the Committee is asked to consider the following requests for scrutiny which have been received since the last meeting and are attached at Appendix B:
  - Recommendation from the Audit and Governance Committee – 24 July 2025 – impact on residents living next to the site of Carters Quay

4. The most recent [Cabinet Forward Plan](#) can be viewed on the council's website. This link is included in each O&S Work Plan report for councillors to view and refer to when considering whether any items of pre-decision scrutiny will join the O&S Committee Work Plan.

### **Resources to support O&S Work**

5. The Constitution requires that O&S committees take account of the resources available to support proposals for O&S work. Advice on maximising the resource available to O&S Committees is set out in the O&S Work Planning Guidance document referenced below.

### **Work programming guidance and tools**

6. The [Overview and Scrutiny Committees Terms of Reference](#) document provides detail on the principles of scrutiny at BCP Council, the membership, functions and remit of each O&S committee and the variety of working methods available.
7. [The O&S Work Planning Guidance](#) document provides detail on all aspects of work planning including how to determine requests for scrutiny in line with the Council's constitution.
8. The [O&S Framework for scrutiny topic selection](#) was drawn up by O&S councillors in conjunction with the Centre for Governance and Scrutiny. The framework provides detail on the criteria for proactive, reactive and pre-decision scrutiny topics, and guidance on how these can be selected to contribute to value-added scrutiny outcomes.
9. The '[Request for consideration of an issue by Overview and Scrutiny](#)' form is an example form to be used by councillors and residents when making a new suggestion for a scrutiny topic. Word copies of the form are available from Democratic Services upon request by using the contact details on this agenda.

### **Options Appraisal**

10. The O&S Committee is asked to review, update and confirm its Work Plan, taking account of the supporting documents provided and including the determination of any new requests for scrutiny. This will ensure member ownership of the Work Plan and that reports can be prepared in a timely way.
11. If updates to the Work Plan are not confirmed there may be an impact on timeliness of reports and other scrutiny activity.

### **Summary of financial implications**

12. There are no financial implications arising from this report.

### **Summary of legal implications**

13. There are no legal implications arising from this report. The Council's Constitution requires that all O&S bodies set out proposed work in a Work Plan which will be published with each agenda. The recommendation proposed in this report will fulfil this requirement.

### **Summary of human resources implications**

14. There are no human resources implications arising from this report.

### **Summary of sustainability impact**

15. There are no sustainability resources implications arising from this report.

### **Summary of public health implications**

16. There are no public health implications arising from this report.

### **Summary of equality implications**

17. There are no equality implications arising from this report. Any councillor and any member of the public may make suggestions for overview and scrutiny work. Further detail on this process is included within O&S Procedure Rules at Part 4 of the Council's Constitution.

### **Summary of risk assessment**

18. There is a risk of challenge to the Council if the Constitutional requirement to establish and publish a Work Plan is not met.

### **Background papers**

- [Overview and Scrutiny Committees Terms of Reference](#)
- [O&S Work Planning Guidance document](#)
- [O&S Framework for scrutiny topic selection](#)
- [‘Request for consideration of an issue by Overview and Scrutiny’](#)

Further detail on these background papers is contained within the body of this report.

### **Appendices**

Appendix A - Current O&S Work Plan

Appendix B – Minutes from the Audit and Governance Committee - 24 July 2025

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## BCP Council Overview and Scrutiny Board – Work Plan. Updated 10.09.2025

### Guidance notes:

- 2/3 items per committee meeting is the recommended maximum for effective scrutiny.
- The O&S Board will approach work through a lens of **RESIDENT IMPACT AND EXPERIENCE**
- Items requiring further scoping are identified and should be scoped using the Key Lines of Enquiry tool.

	Subject and purpose	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Additional Information
Meeting Date: 22 September 2025 (moved from 26 August due to pre-election period)				
1.	<b>BCP Commercial Operations</b> Item requested to provide an overview of the operating practices for the Commercial Operations service, including its contracts and partnerships.	Committee Report	PH - Destination, Leisure and Commercial Operations Director Commercial Operations	Item added to the Work Plan – 24 February 2025-date moved from 12 May 2025
2.	<b>NEW - Residents Card</b> To consider a Cabinet report which outlines and seeks approval of the residents card offer.	Pre-Decision Scrutiny of a Cabinet Report	PH - Destination, Leisure and Commercial Operations	Item added to the Cabinet FP August 2025 – requested to go to O&S Board
Meeting Date: 30 September 2025 (Meeting moved from 22 September to accommodate CGR)				
1.	<b>Community Governance Review Final Recommendations –</b> To consider the recommendations from the Community Governance Review Working Group following the conclusion of the public consultation	Pre-Decision Scrutiny of a Cabinet Report	PH - Leader of the Council Monitoring Officer	New item added to work plan 24 February 2025

Key:  Pre-Decision Scrutiny  Pro-active Scrutiny

	Subject and purpose	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Additional Information
2.	<b>NEW - Council Budget Monitoring 2025/26 at Quarter One</b>  To consider the budget monitoring report which is due to be considered by the Cabinet.	<i>Item to be circulated for information – any questions to be raised directly to Cabinet or via the O&amp;S Board Chair</i>	PH – Finance Chief Finance Officer	Item identified from Budget timeframe
Meeting Date: 20 October 2025				
1.	<b>NEW - Medium Term Financial Plan (MTFP) Update Report</b> To consider the updated MTFP including progress towards delivering a balanced 2026/27 budget.	Pre-Decision Scrutiny of a Cabinet Report	PH – Finance Chief Finance Officer	Item identified from Budget timeframe
2.	<b>BCP Libraries Strategy</b>  To consider a Cabinet report which presents the key elements of the new draft Library Strategy ahead of a second stage consultation process.	Pre-Decision Scrutiny of a Cabinet Report	PH – PH - Customer Communication and Culture Director of Customer and Property	Item identified from Cabinet FP – Moved from 1 October Cabinet
Meeting Date: 17 November 2025				
1.	<b>Parking Enforcement Around School</b>  For the O&S Board to consider how illegal parking can be addressed around schools. To potentially include input from schools and parking enforcement team.	Enquiry session Scrutiny Rapporteur - Cllr A Chapmanlaw	PH – Destination, Leisure and Commercial Operations PH – Childre, Young People, Education and Skills	Initial enquiries will be made through a scrutiny rapporteur to lead to an enquiry session with different parties.

Key:  Pre-Decision Scrutiny  Pro-active Scrutiny

	Subject and purpose	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Additional Information
Meeting Date: 8 December 2025				
1.	<b>Crime and Disorder Scrutiny of Community Safety Partnership</b> The Overview and Scrutiny Board is the statutory body for crime and disorder scrutiny and will consider the annual report of the community safety partnership.	Annual Report	PH – Housing and Regulatory Director of Housing and Communities	
2.	<b>Carters Quay</b> To scrutinise the Cabinet report which provides an update to Councillors on the current situation.	Pre-Decision Scrutiny of a Cabinet Report	PH – Housing and Regulatory Services	Item added to the Cabinet FP - June 2025. Originally scheduled for October - moved to December
Items for scrutiny (Meeting dates and/or methods to be determined)				
	<b>Accounting for Social Value in decision making</b>	Committee Report	TBC	Item requires further scoping - <a href="#">KLOE document</a>
	<b>Working more collectively across BCP geographical areas / Locality Governance</b> – This item is interdependent with the progressing Community Governance Review and will be revisited once this is completed.	TBC	TBC	This requires further scoping – <a href="#">KLOE document</a>

Key:  Pre-Decision Scrutiny  Pro-active Scrutiny

	Subject and purpose	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Additional Information
	<b>Culture of the Council</b> To consider a number of different elements regarding the culture of the Council including member/officer relations, accountability and record keeping and recognition of different geographic localities.	TBC	TBC	Scrutiny Request received and agreed by the Board - June 2025
	<b>Business Improvement Districts</b> To consider issues raised by the business improvement districts operating within BCP.	Report/presentation to the O&S Board (TBC)		This was requested June 2025 as there was an existing item for issues arising from the preceding briefing from the BIDs which hadn't been progressed
	<b>Investment and Development Directorate - Regeneration Programme</b> This report provides a bi-annual update on the progress of the Council's regeneration programme.	Pre-Decision Scrutiny of a Cabinet Report	PH - Leader of the Council Director Investment and Development	Tracking Cabinet report – moved from July meeting to September, now expected at December Cabinet
Working Groups and items addressed through alternative scrutiny methods				
	<b>Public Consultations Framework Development</b> – This group has completed its work into the consultation framework and will report its findings back to the Board inline with the timetabling of the draft framework.	Working Group	Director of Marketing, Communications and Policy PH – Customer, Communications and Culture	The Board established this working group at its meeting on 18 November  The Group is continuing its work to look into recent consultations.

Key:  Pre-Decision Scrutiny  Pro-active Scrutiny

	Subject and purpose	How will the scrutiny be done?	Lead Officer/Portfolio Holder	Additional Information
	<b>Member involvement in the Complaints Process</b> To investigate how this links with members ward work in specific issues.	Scrutiny Rapporteur – Cllr S Aitkenhead	PH - Customer, Communications and Culture	
	<b>Briefing Sessions</b>			
	<b>Dates for O&amp;S Board Briefing Sessions for 2025/26:</b>		<b>Potential Topics for Briefing Sessions</b>	
	<ul style="list-style-type: none"> <li>Monday 24 November</li> <li>Monday 9 March</li> </ul>		<ul style="list-style-type: none"> <li>Regeneration and BDC</li> <li>Performance of the Council</li> </ul>	

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**BOURNEMOUTH, CHRISTCHURCH AND POOLE COUNCIL**  
**AUDIT AND GOVERNANCE COMMITTEE**

Minutes of the Meeting held on 24 July 2025 at 6.00 pm

Present:-

Cllr E Connolly – Chair

Cllr M Andrews – Vice-Chair

Present: Cllr S Armstrong, Cllr J Beesley, Cllr J J Butt, Cllr M Phipps,  
Cllr M Tarling, Cllr T Trent (In place of Cllr V Slade) and Cllr C Weight

Also in attendance: Cllr R Burton, Cllr M Cox.

19. Carters Quay - Update

The Director, Investment and Development, presented a report, a copy of which had been circulated to each Member and a copy of which appears as Appendix 'A' to these Minutes in the Minute Book.

As requested by the Committee, this was a factual report which reviewed the timeline of key events leading up to the Council's acquisition of Carters Quay, focussing on the governance and processes involved and the role of members and officers in decision making. Paragraph 7 of the report proposed a number of key considerations to support members in scoping an investigation, highlighting issues around time constraints, external pressures, senior engagement, due diligence and risk assessment. The next report would provide more detail on these issues. Any questions or points raised at this meeting would be noted and responded to in full in the next report. The Director thanked current and former colleagues and the senior leadership team for assisting her in highlighting the key issues.

The Chair welcomed members' input in identifying areas where they felt further work may be required, ahead of considering the investigation already included on the forward plan for later in 2025/26. A number of points were raised in the ensuing discussion and officers had the opportunity to comment on these. The following areas of focus were put forward in relation to the scoping of the investigation:

- Whether there had been sufficient investigation into the accounts of Inland Homes companies to ascertain their financial stability?
- How was the valuation agreed: what was the process followed at the time, what were the aims and intentions at the time and had the process now changed?
- More information to be provided on the three stages of payments and how they were arrived at. It was confirmed that the next report would include more information on the valuation figures and payments, some of which was not yet in the public domain.

- The difference between the Cabinet decision on the deferred payment schedule and what actually happened and whether this had been fully understood?
- The speed of the transaction and the apparent pressure to move quickly. Was this to do with the planning consent, were there political and/or external pressures? More understanding of the timings and the relationships between parties would be helpful.
- In terms of governance, what should happen if an officer raises concerns but a leader / councillors decide to press on?
- How thorough was the risk assessment in relation to the sale and was this fully understood/monitored?
- Was the professional / legal advice and information received fully understood by officers?
- Did the council consider the eventuality of insolvency in the market at the time? What was the degree of advice and due diligence re strength of parent company guarantee?
- More information on what happened after 7 April 2021 to change the Council's view that the scheme was not viable?
- It was noted that changes to ways of working had already been made, however the next report could still consider recommendations for further improvements to procedure and governance to strengthen the process.

The Director also confirmed the robust position being maintained with the Administrator by the Council's external insolvency practitioners and provided assurance on the Council's security over the land. It was explained that the Cabinet report due to be considered later in the year would focus on options available to resolve matters going forward. The Committee was focussing on how the Council had arrived at the present position.

Following further discussion about how best to proceed, it was agreed to add the areas of focus to the relevant considerations identified in the report and circulate an updated list to members, within a two month period as suggested by the Chair, and include the information requested in the next report. The Chair indicated that the timing of the next report would be discussed as part of the forward plan but was unlikely to be before Quarter 4 due to the Future Places investigation.

Although not within the scope, Members felt it was important to recognise the consequences of the current situation on those residents living next to Carters Quay, in terms what their original expectations may have been versus the reality of living next to a stalled construction site with unfinished infrastructure and amenities. It was suggested that the impact on local residents and any potential remedies be referred to the Environment and Place Overview and Scrutiny Committee for consideration.

**RESOLVED that:**

- (a) the Committee notes the process under which the contract was entered and the context in which it was agreed;**
- (b) the Committee accepts that ongoing work is necessary to reach a resolution;**
- (c) the Committee notes that a report will be taken to Cabinet in due course;**
- (d) the areas of focus raised during discussion be added to the list of 'relevant considerations' in paragraph 7 of the report, the revised list to be circulated to committee members and then included with the information requested in the next report to the Committee;**
- (e) the impact of the current situation at Carter's Quay on local residents living next to the site and any potential remedies be referred to the Environment and Place Overview and Scrutiny Committee for consideration.\***

Voting: Unanimous

\*Note: It was subsequently clarified after the meeting that the appropriate overview and scrutiny committee in terms of remit was the Overview and Scrutiny Board.

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