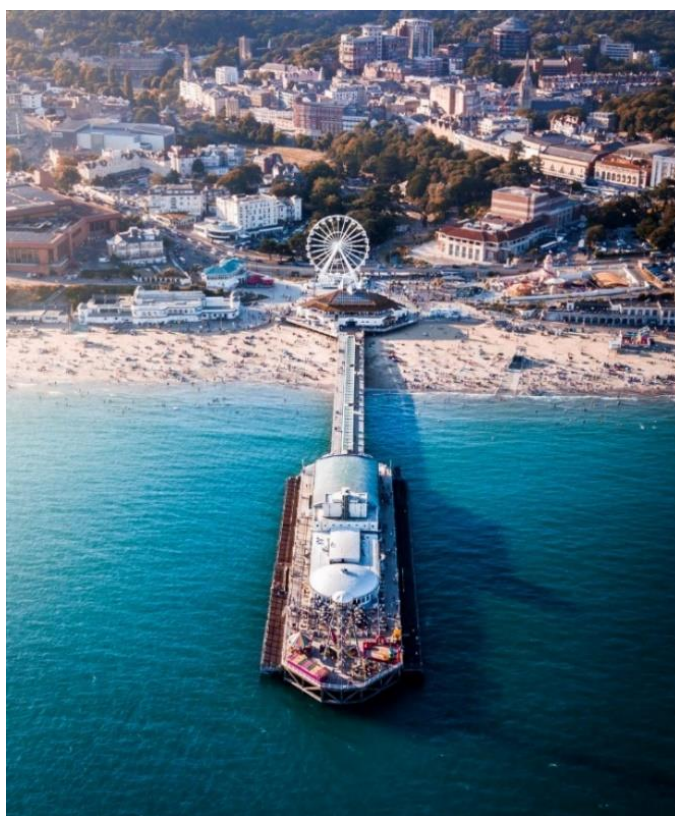


Seafront Service

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

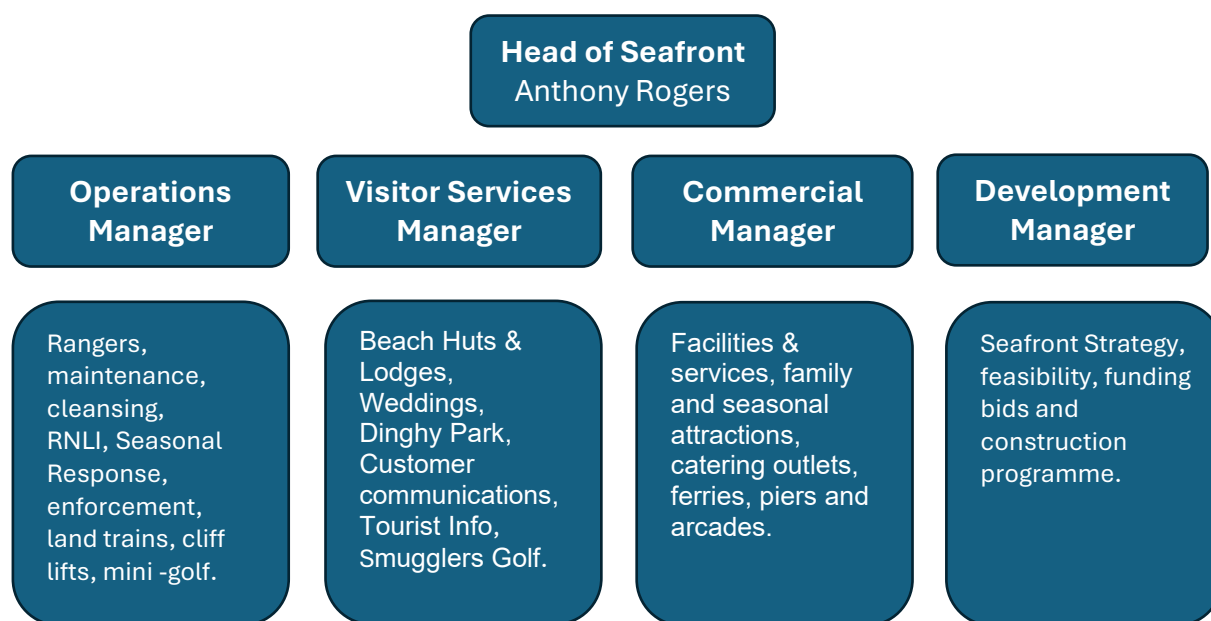
- Significant progress with LUF development programme including:
 - Construction of Bournemouth Voluntary Lifeguard Corps
 - Completion of Hamworthy Park Sea Wall and Upton Country Park shoreline trail
 - Launched tender for B'mth Pier refurb
- Prom Diner / Pier View – completed internal and external 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

Permanent	c 95 staff (82 f/t & 13p/t)
Casual	Ranges from 70 to 250 staff depending on season, weather, trading etc
Agency	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

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

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:

Profile	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
Transport	50% arrive by car, 35% on foot, 10% by public transport and 5% by bicycle.
Interests	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

Corporate Priority/Driver	Service Area	Action	Outcome	SRO*	Completion Date
OPERATIONS					
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			
VISITOR SERVICES					
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		
CROSS-SERVICE					
People and places	Seafront	Develop proposals and business cases to maximise site potential	Maximise use of asset	AR/JW	Ongoing
			Reduce operational costs		
			Enhance service delivery		
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

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