

Report subject	Wallisdown Service Hub
Meeting date	22 July 2026
Status	Public Report
Executive summary	This report proposes the development of a service hub at Wallisdown Heights, which will accommodate services that require a community based location, and which are being displaced as a result of disposal or repurposing of council properties elsewhere in the conurbation.. Cabot lane depot currently accommodates the New to you service, highways materials and equipment storage and electoral services items and is subject to a potential compulsory purchase. The proposal would relocate the New to You service from Cabot Lane Depot alongside Children's Services, Adult Social Care and partner teams currently based at North Bournemouth Local Office (NBLO) and 79 Lansdowne Road. In doing so, it would maintain important community services, improve accessibility for residents through a single multi-service location, and support better collaboration between co-located teams. The proposal also contributes to the Council's wider estates rationalisation objectives by enabling the disposal of Cabot Lane Depot, releasing North Bournemouth Local Office and 79 Lansdowne Road from operational use. This provides opportunity for alternative uses in line with the Council's aspirations for SEND alternative provision. The preferred option requires capital investment of £476k and uses revenue budgets of £46.1k from the existing assets budgets, with delivery both dependent on, and enabling of, the progression of the Cabot Lane disposal.

Recommendations	It is RECOMMENDED that Cabinet: 1. Approve the development of a Service Hub at Wallisdown Heights as per Option 2 referred to in this report. 2. Approve the partial use of capital receipt from the disposal of Cabot Lane Depot to invest in the necessary improvements to establish the Wallisdown Service Hub 3. Approve the sequence of associated moves to enable the release of multiple assets from corporate operational use.
Reason for recommendations	The recommended option delivers a range of strategic benefits, including retaining the New to You service and creating a single community-based multi-service hub that improves access for residents. It supports closer collaboration between services, enabling more integrated and effective support for families and service users. The proposal brings a vacant council asset back into productive use while reducing ongoing costs and future maintenance liabilities. It enables wider estate rationalisation, including disposal of Cabot Lane Depot and release of other sites, generating a capital receipt.
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Corporate Director	Glynn Barton, Chief Operations Officer
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Wards	Wallisdown and Winton West - Creekmoor
Classification	For Decision

Background

1. The Wallisdown Heights site is a former adult day care centre and office facility that historically supported Adult Social Care and Tricuro services. The building is arranged across distinct sections with multiple access points, enabling it to operate flexibly for different services. Following a comprehensive review of adult day care provision and public consultation "Day Opportunities Review 2022", the day care centre was declared surplus in 2023. As part of the Estates and Accommodation programme, office based services were relocated to alternative accommodation during 2023.

2. The site has subsequently been assessed for a range of alternative uses, or disposal, including consideration by the SEND Capital Programme and Housing teams, but was discounted for these purposes and has been empty since. The site is considered unsuitable for disposal for housing development due to its proximity to heathland.
3. The location, scale and configuration of Wallisdown Heights presents a strong opportunity to bring the asset back into productive use to meet pressing service demand within Children's Services and importantly host the New to You social enterprise freeing up Cabot Lane Depot for disposal and capital receipt. New to You provides the opportunity for residents to access affordable, reclaimed items, e.g. furniture, that may otherwise be disposed of as waste.
4. The project forms part of a coordinated plan to dispose of Cabot lane depot and to expand two Christchurch Learning Centre satellite provisions within the North Bournemouth Local Office and 79 Lansdowne Road. Details of the Cabot lane disposal can be found within a separate paper presented to cabinet in this meeting "Disposal of land at Cabot lane" papers regarding SEND AP to follow at a later date on completion of detailed design and costing activity.

Sequence of moves enabling disposal and reuse of sites

Step 1 – Partially refurbish Wallisdown Heights to create a Service Hub

5. Wallisdown Heights, which has been vacant for approximately three years, is brought back into operational use through targeted refurbishment, landscaping and security works. The building already provides extensive accessible office accommodation, with secure customer-accessible areas, and with investment can offer engagement spaces suitable for community-based services, including safeguarding activity and family-friendly spaces.

Step 2 – Relocate the "New to You" service from Cabot Lane Depot

6. A dedicated area within Wallisdown Heights (formerly used as a Tricuro Day Centre) is identified as an appropriate and community-based location for the New to You service. The space supports secure stock delivery, storage, and customer access, and responds directly to the need to relocate due to a compulsory purchase order affecting the Cabot Lane site.

Step 3 – Relocate Elections storage to Moordown Depot

7. An old vehicle and grounds maintenance machinery shed in a poor state of repair sits on the Moordown depot site, once removed the site can easily accommodate the BCP elections service storage currently at the Cabot Lane depot.

Step 4 - Relocate other depot storage items to other locations.

8. Highways materials (low value) to another location to be agreed .
Vehicle related items to Hatch pond Depot.

Step 5 – Enable disposal of Cabot Lane Depot

9. With the New to You service relocated, Cabot Lane Depot is no longer required for service delivery. This enables the Council to progress disposal of the site to Wessex Water. Capital receipts from this disposal are identified as a funding source for elements of the Wallisdown Heights works.

Step 6 – Relocate services from NBLO and 79 Lansdowne Road

10. Once refurbished, Wallisdown Heights becomes the single destination for services currently dispersed across NBLO and 79 Lansdowne Road, including Children Services, NHS, and Adult Social Care teams.

This consolidation removes the need for continued occupation of:

- NBLO, which is owned by the Council but is in a poor state of repair and would otherwise require significant investment to remain usable.
- 79 Lansdowne Road, a leased and converted residential property that is also in poor condition.
- Further moves supporting community based services are included. From Boscombe Connect the carers support team and the Civic Centre currently hosts on a temporary basis some Safeguarding suites which also would benefit from being aligned with the rest of the service and co located in Wallisdown Service Hub.

Step 7 – Release and repurpose NBLO and 79 Lansdowne Road

11. When the relocation into Wallisdown Heights has been completed, the vacated buildings at 79 Lansdowne Road and NBLO will be used, in conjunction with the former Highcliffe Plus Day Centre, to expand Christchurch Learning Centre: a maintained alternative provision school that helps reintegrate children who are not able to access mainstream school for medical or behavioural reasons. Creating 80+ maintained AP places will reduce the number of children that are placed in costly unregistered AP and Independent Non-Maintained Special Schools (INMSS). It is estimated that the average cost per place for maintained AP is £20,000 approximately half that of unregistered or INMSS place, so the expansion of Christchurch Learning Centre will result in significant cost avoidance against the High Needs Block deficit. In addition to this, a wider geographical spread of maintained AP places will also help to reduce home to school transport costs, providing further cost avoidance.
12. There are capital costs associated with the proposed schemes but Education and Skills have High Needs Provision Capital allocated by central government to create SEND and AP places and estimates that these schemes can be met within the capital programme. The SEND Reform Plan submitted to the Department for Education includes the additional AP places created through expansion of Christchurch Learning Centre and the capital costs associated with these projects as part of BCP Council's strategy for reducing the High Needs Block Deficit.

13. Once the schemes to expand to Christchurch Learning Centre have been developed and costed, a report will be taken to Council to seek financial approval for the capital spending in line with BCP Council's Financial regulations. In the event this aspect of the project did not progress NBLO could be released for disposal and Landsdown Road could be vacated.

Benefits of teams locating together at Wallisdown Heights

14. Co-locating services within a single, community based Service Hub delivers a number of operational and strategic benefits that are consistent with the objectives set out in the business case.

Improved collaboration and service integration

15. Bringing related teams together in one location supports closer day-to-day collaboration, particularly between children's services, safeguarding functions, health partners, and business support. This creates better opportunities for joint working, informal problem solving, and coordinated responses to service users.
16. Better outcomes for service users. Wallisdown Heights provides secure, accessible, and family friendly engagement spaces within the community. Colocation allows service users to access multiple services in one place, improving accessibility and reducing the need for repeat appointments across different sites. Enhanced collaboration is expected to contribute to improved service outcomes.
17. More efficient use of the Council's estate from a single refurbished site reduces the Council's overall administrative property footprint, removes reliance on poor quality and leased accommodation, and avoids significant future maintenance liabilities at NBLO. This supports strategic asset management objectives and delivers better value from existing Council owned assets.

Positive staff experience

18. Site visits undertaken with service managers have generated positive feedback, reflecting the suitability of the accommodation, availability of parking, public transport access, and the quality of the working environment. A shared location also supports peer support and resilience across teams.

Strategic Alignment

19. The Wallisdown Service Hub project aligns with BCP Council's Estates and Accommodation programme by bringing a long term vacant, council- owned asset back into productive use to meet identified service demand. The proposal supports estate rationalisation objectives by consolidating dispersed Children's Services and partner teams into a single, fit- for- purpose service hub, reducing reliance on poor- quality and leased accommodation and avoiding future maintenance liabilities. In doing so, the project enables the release and repurposing of other corporate assets, including North Bournemouth Local Office

and 79 Lansdowne Road, and facilitates the disposal of Cabot Lane Depot, generating capital receipts and reducing ongoing revenue costs. This approach delivers better value for money from the Council's estate, supports medium-term financial planning, and ensures accommodation is aligned to service need, accessibility, and long term sustainability.

Options Appraisal

20. Option 1 – Dispose of Cabot Lane and cease New to You trading

- **Description**
Closure of Depot and cease New to You trading
- **Benefits**
Enable disposal of site releasing capital receipt
Avoids cost of relocation and refurbishments of new site
- **Disbenefits**
Results in permanent loss of the New to You service, removing a valued community based provision that support families and vulnerable households.
Misses the opportunity to co-locate services, integrate support for families and improve accessibility through a community-based hub model
Loss of income (circa £100,000 per annum)
- **Resources**
No additional resources required.

21. Option 2 – Relocate New to You and accompanying services from 79 Lansdowne Road and NBLO

- **Description**
Refurbish Wallisdown Service Hub and relocate New to You service, and services from the Children's and ASC Directorates
- **Benefits**
Releases capital receipt for Cabot Lane site
Allows SEND to repurpose 79 Lansdowne Road and NBLO sites
Provides a multi service Hub in the community with good public transport access
Supports estate rationalisation by consolidating dispersed services into a single, council owned asset, reducing reliance on poor quality and leased accommodation
- **Disbenefits**
Requires capital investment to refurbish and adapt Wallisdown Heights to accommodate the relocated services
- **Resources**
Capital and revenue investment to refurbish the property

Discounted Options

Remain “As is”

- 22.** Services remaining in their current site is not an option because
- 23.** Cabot Lane Depot is subject to an anticipated compulsory purchase process, meaning the site cannot be relied upon for continued service delivery and a relocation solution is required.
- 24.** 79 Lansdowne Road and North Bournemouth Local Office (NBLO) are in poor condition and would require significant investment to meet a suitable standard for modern, safe and accessible service delivery.
- 25.** Leaving Wallisdown Heights vacant continues to incur holding costs and security/maintenance risks, and represents a missed opportunity to bring a council-owned asset back into productive use to support service demand and estate rationalisation.
- 26.** Continuing to occupy leased accommodation (e.g., 79 Lansdowne Road) sustains avoidable revenue costs and does not represent value for money compared with consolidating into a council-owned site.

Additional Details

In Scope

- 27.** Internal adaptation and fit-out to support multi-service occupation (e.g., accessible office accommodation, secure customer-accessible areas, and bookable engagement spaces).
- 28.** Safety, security, and accessibility measures necessary for delivery of community-based services, including safeguarding activity and family-friendly engagement.
- 29.** Works needed to enable the planned service relocations into Wallisdown Heights (from NBLO and 79 Lansdowne Road, and relocation of the New to You service from Cabot Lane Depot).

Out of Scope

- 30.** A full rebuild, major structural redevelopment, or comprehensive remodelling beyond the targeted refurbishment required to create the Service Hub.
- 31.** Refurbishment or upgrade works to other sites (NBLO, 79 Lansdowne Road, or Cabot Lane Depot) other than enabling their vacation/release/disposal.

- 32. Any scope to expand capacity beyond what is set out in the business case and subsequent agreed design/space planning (e.g., additional places or services not included in the approved programme).
- 33. Ongoing service operating costs, staffing, commissioning, or delivery model changes (except where required for operational readiness activities managed through service leads).
- 34. Future decisions on repurposing or disposal of vacated buildings (NBLO/79 Lansdowne Road) beyond identifying them for release from operational use.

Deliverables

- 35. Wallisdown Heights refurbished and brought back into operational use as a community-based Service Hub (targeted refurbishment plus required landscaping and security improvements).
- 36. Fit-for-purpose internal layout and facilities to support co-located services (accessible office accommodation, secure customer-accessible areas, and bookable engagement spaces).
- 37. Service relocations completed into Wallisdown Heights from NBLO and 79 Lansdowne Road.
- 38. “New to You” service relocated from Cabot Lane Depot into Wallisdown Heights (including secure stock delivery, storage, and customer access arrangements).
- 39. Cabot Lane Depot vacated to enable disposal and capital receipt.
- 40. NBLO vacated and 79 Lansdowne Road released from lease, supporting estate rationalisation.

Summary of Risk assessment

- 41. The Wallisdown Service Hub proposal carries a number of manageable risks typical of estate transformation programmes, with appropriate mitigation in place.

Funding and dependency risks

- 42. Delivery depends on the Cabot Lane disposal to fund capital works, alongside an identified gap one off revenue funding.

Programme and governance risks

- 43. The project is interdependent with wider estate, SEND, and Civic Centre programmes and requires multiple governance approvals, creating potential delays.

Delivery and site risks

- 44. Refurbishment requirements, potential cost increases, and site vulnerability (e.g. deterioration or theft) present delivery risks if not managed proactively.

Operational risks

- 45. Relocation of multiple services introduces potential for disruption during transition and requires careful coordination to maintain service continuity.

Financial and benefits risks

- 46. Expected savings rely on releasing other sites; delays could impact financial benefits or increase cost pressure.
- 47. It is anticipated that a proportion of the costs associated with the refurbishing the facility at Wallisdown Heights, to accommodate the relocation of the New to You service, will be recoverable through “reasonable adaptation” compensation by Wessex Water, subject to agreement.
- 48. Overall, risks are understood, controllable, and proportionate, and are outweighed by the strategic and financial benefits of estate rationalisation and improved service integration

Summary of financial implications

- 49. The total capital cost of the proposal is estimated at £476,270, to be funded from the capital receipt generated by the disposal of Cabot Lane Depot, subject to completion of the sale.
- 50. The proposal also has a one-off revenue implication of £46,143, funded from the existing revenue budgets pertaining to the current sites.
- 51. A separate paper outlining the business cases and financial investment required for SEND AP at NBLO and 79 Lansdowne will be presented separately, should the business case for SEND use be unsupported, there are disposal options available for NBLO generating a capital receipt and lease termination options for 79 Lansdowne road.
- 52. The detailed cost breakdown has been withheld from the public report on the grounds that it contains commercially sensitive exempt information.

Summary of legal implications

- 53. It remains necessary to comply with all relevant procurement requirements, including the Public Contracts Regulations 2015 and the Procurement Act 2023 (where applicable) for any aspects of the works or services to be carried out any by third party and/or any materials and equipment purchased.
- 54. In addition, it is necessary to comply with all requirements in respect of subsidy control, funding, any partnership arrangements & agreements, terms & conditions with third parties (such as the NHS), and service agreements with third parties,

land ownership, land requirements, leases, planning, employment, Human Resources (HR), BCP Council's Financial Regulations, where applicable.

Summary of Human resources implications

- 55.** The proposal will require the relocation of staff from multiple existing sites into the Wallisdown Service hub, enabling closer team working and improved collaboration across services.
- 56.** A more accessible and collaborative working environment is expected to support staff wellbeing, productivity and peer support. There may be short-term impacts associated with change and relocation, including travel adjustments and familiarisation with new working arrangements. These impacts will be managed through appropriate change management, staff engagement and communication, ensuring service continuity.
- 57.** Overall, the proposal supports a more integrated and sustainable workforce model, aligned to service delivery needs and the Council's wider estate rationalisation programme.
- 58.** All staff will have their contracts Terms and conditions amended to reflect their new base location, in line with best practice and previous office relocations.

Summary of public health implications

- 59.** There are no public health implications arising from this report

Summary of equality implications

- 60.** The proposal is expected to deliver overall positive equalities impacts by improving access to a range of services through a single, community-based hub. Co-location of Children's Services, Adult Social Care and partners will enable more integrated support and improved outcomes for vulnerable residents. The building provides accessible, secure and family-friendly spaces, supported by good public transport links and parking. These elements will enhance accessibility for both service users and staff.
- 61.** The inclusion of the New to You service within the hub supports a valued community-based offer, maintaining access to affordable goods and social enterprise opportunities. Its relocation maintains its community location and is expected to maintain customer access and continue to support inclusive engagement.
- 62.** An Equality Impact Assessment has been completed.

Project Governance

63. The project will follow the Council's established governance and approval framework. Oversight will be provided through the E&A Steering Group, with strategic direction overseen by Corporate Property Group.

Appendices

Exempt – Appendix 1 – Financial analysis

Exempt - Appendix 2 – Site plans and visuals

Background papers

Estates and Accommodation – BCP Civic space 24th November 2021

Community Hubs – DSG 28th November 2023