

SUPPORTING PAPERS - 21ST AUGUST 2017.

AGENDA ITEM 9.1

Friends of Swanage Bandstand

Swanage Town Council
Town Hall
High street
Swanage Dorset

7th August 2017

FAO Mr A Clothier

Swanage Town Council and the restoration of the Bandstand

Dear Alex

Thank you for the invitation to attend the recent Council's bandstand committee meeting, which we found both informative and positive and also for the opportunity to advise the Council why the Friends of Swanage Bandstand was formed.

The Friends of Swanage Bandstand wish to ensure that this fine cast iron bandstand is reconstructed with updated facilities and is available to all sections of the community to enjoy, and in doing so provide another amenity the town can again be proud of. To achieve this, the group consider that there are three principle areas where we can help:

to assist by raising funds including providing help with any heritage lottery funding application

obtaining of information for the tendering process and providing assistance where required in preparing documentation, and if needed, gathering information etc, helping on working parties to secure the reconstruction and enhancement of our unique bandstand and amphitheatre.

to be a catalyst to encourage greater use of the bandstand and maybe a role in the day- to- day running and care of the bandstand. The precise role and function of this community aspect are yet to be finalised.

However, we are prepared to assist Swanage Town Council and others in whatever way we can to achieve the restoration of the bandstand.

As your aware our fund raising has been very successful with currently over £30K being pledged, which will be available towards the bandstand reconstruction costs. We do not intend to start collecting the pledges until we have been formally registered as a Charitable Trust with the Charity Commission and HMRC.

I enclose a copy of the constitution for your information and would like to formally invite a Council's representative to attend our committee meetings should you wish.

I understand that the Council are to discuss this matter further later this month, in the meantime should you require any further information please do not hesitate to contact us.

Yours sincerely

Alan Houghton
Friends of Swanage Bandstand

Friends of Swanage Bandstand 3 Dingle Court, De Moulham Road Swanage Dorset BH19 1NT

Constitution of Friends of Swanage Bandstand

1 NAME

The name of the charitable organisation shall be Friends of Swanage Bandstand (hereinafter called FOSB).

2 AIMS

The principal aim of FOSB is to ensure that the cast iron Walter MacFarlane No. 244 bandstand is re-constructed in its original location within the sunken stone built amphitheatre in the Recreation Ground, Shore Road, Swanage. Due consideration will be given to the integrity of the original design, construction and architectural and social heritage. Regard will be given to the need to meet current guidance, legislation and facilities required to meet expectations of the entire community. The aim is also to ensure that upon re-construction, this community facility will provide a useful and well used amenity for all sections of the community for their and future generations use and enjoyment.

3 STATEMENT OF PURPOSE

The purpose of FOSB is to raise funds to assist in the re-erection of the bandstand and updated facilities as stated in the Aims within the Recreation Ground Swanage and having regard to the original design and the current legislation. FOSB will work to ensure that the reconstructed bandstand and updated facilities are available for all sections of the community to enjoy and will achieve this through fundraising and working with other organisations and groups and individuals.

4 POWERS AND RESPONSIBILITIES

- 4.1 Obtain charitable status.
- 4.2 Seek, hold and distribute funds solely for the re-erection and use of the bandstand and sunken amphitheatre.
- 4.3 Seek to form a group of volunteers to undertake all necessary activities to achieve the stated aims including the involvement of all sections of the community including local schools and community groups.
- 4.4 Undertake fundraising activities and seek sponsorship.
- 4.5 Obtaining help and assistance, permissions and agreements to enable the bandstand to be re-erected.
- 4.6 To work in partnership with others including Swanage Town Council, other governmental and heritage bodies, local groups and organisations and individuals.

5 OBJECTIVES

- 5.1 To raise funds and assist in the promotion to ensure the re-erection of bandstand.
- 5.2 Investigate the methodology required to achieve the re-erection of the cast-iron bandstand in its original location. Obtain the necessary professional, financial, managerial and practical knowledge to undertake these objectives.
- 5.3 Prepare a detailed plan of how the aims are to be achieved.
- 5.4 Support and promote the Bandstand's heritage within Swanage and Purbeck.

6. COMMITTEE

- 6.1 Members of the Committee shall support the objectives of FOSB.
- 6.2 The Committee will not be less than 6 members.
- 6.3 Appointment of new members of the Committee will be agreed by a two thirds majority of the existing members of the Committee.
- 6.4 The Committee, having due consideration shall have the right to terminate the membership of any Committee Member
- 6.5 All members of the Committee shall receive a copy of this Constitution and sign it to confirm their acceptance of its terms.
- 6.6 The Committee shall appoint an auditor.

7 COMMITTEE MEETINGS

- 7.1 Meetings will be scheduled and minutes produced. These minutes will be circulated prior to the following meeting at which they should be agreed.
- 7.2 For ratification of budgets agreements at a Committee meeting of not less than two thirds of the members of the Committee will be required to be obtained.
- 7.3 An Annual General Meeting will be held annually.
- 7.4 A quorum of at least half of Committee Membership will be required in order to validate a meeting.
- 7.5 At the Annual General Meeting the business shall include the election of officers.

8 EXTERNAL CONTACTS

- 8.1 FOSB shall contact and seek assistance with similar organisations that could assist in achieving the aims.
- 8.2 The Committee will consult with Swanage Town Council and others as necessary to seek their advice, assistance and support.

9 FINANCE

- 9.1 Financial reports will be produced in writing when required and presented to committee meetings.
- 9.2 All monies raised by or on behalf of FOSB shall be applied to the purpose of FOSB.
- 9.3 All payments shall be agreed by the Committee in advance and paid from FOSB funds.
- 9.4 All monies received by FOSB shall be accounted for and banked as soon as possible in an agreed manner.
- 9.5 Suitable accounts shall be maintained and statements of account presented to each committee meeting.

10 ALTERATIONS TO THE CONSTITUTION

Any alteration of this Constitution requires the agreement of not less than two thirds of the membership of the Committee, present at a meeting specially called for the purpose. Notice of any such alteration should be received by the Chairman in writing not less than 21 clear days before the meeting at which the alteration is to be proposed. At least 14 days' notice in writing of such a meeting, setting out the terms of the alteration, shall be sent by the Chairman to each member of the Committee.

11 DISSOLUTION

If the Committee by a simple majority decides at any time that on the grounds of expense or otherwise it is necessary or advisable to dissolve FOSB, a meeting of all Committee Members shall be called giving 21 days notice (stating the terms of the Resolution to be proposed). The decision will be confirmed by a simple two thirds majority. The Committee will not have power to dispose of any fundamental assets held by or on behalf of the Trust. Any assets remaining after the settling of any debts and liabilities will be given or transferred to other non-profit making organisations.

Signed and dated by the Committee members as acceptance of the terms of the above Constitution.

20/1/1988

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Monthly Meeting – 21st August 2017

Agenda Item 9

Bandstand – To consider future options, including proposal from Friends of Swanage Bandstand

Background

In February of this year the Town Council set a 6-month deadline for interested parties to come forward with proposals for the future of the bandstand. The roof of the bandstand, erected in 1923, was found to be structurally unsound when refurbishment works were commenced back in 2012 to address serious storm damage. It had been hoped to have the bandstand restored prior to the London Olympics torch relay that summer, but sadly the structure had deteriorated beyond repair.

In order to inform the discussion on future options the following table sets out an initial estimate of costs to replace the bandstand like-for-like and to carry out much-needed improvements to the surrounding amphitheatre. It should be borne in mind that these figures are only indicative, and have not been prepared by a Quantity Surveyor. The requirement for safety railings may be reviewed in light of a recent risk assessment which suggests that they are not essential, provided that appropriate lighting and other measures are in place.

Replacement cast iron bandstand	£ 80,000
Surface repairs	£ 8,500
Safety railings	£ 11,500
DDA compliance works	£ 8,000
New seating	£ 10,000
New dwarf wall	£ 5,000
Electrical work incl. lighting	£ 6,000
Drainage works	£ 1,500
Contingency 10%	£ 13,000
Professional fees	£ 16,500
Total	£160,000

Friends of Swanage Bandstand

The Town Council held a public meeting in May this year, which was attended by approximately 200 local residents, who supported the restoration of the bandstand by an overwhelming majority. A presentation by bandstand enthusiast, Mr Paul Rabbitts, gave many examples of bandstand restoration projects from around the country.

That meeting was attended by Mr Alan Houghton, who has spearheaded a campaign to secure pledges from the public to raise funds towards its restoration. The sum now pledged stands in excess of £30,000, and a folder of 63 letters of support for the restoration project has been submitted to the Town Council.

Mr Houghton and others have formed a group, the Friends of Swanage Bandstand (FoSB), to take the restoration project forward, and the Council's working party met with their committee members in July, together with a representative from the Town Band. At that

meeting councillors were impressed by the commitment of that group, one member of which has some experience in securing external grant funding. The FoSB were invited to put forward their proposals, which are set out in a letter dated 7th August 2017 which has been circulated to Members for detailed consideration.

Concerns have been raised that the bandstand was little used prior to the removal of its roof, and that in order to support the project the Town Council, and any external funding bodies, would need to see strong evidence that a newly refurbished bandstand would be well used. The FoSB have committed to acting 'as a catalyst to encourage greater use of the bandstand' and have submitted letters from 14 bands and other performance-related groups expressing interest in utilising this space in the future. This list includes Wareham Whalers, the Dorset Buttons morris dancers, Millpond Theatre group and the Swanage School.

Alternative Future Options

Whilst strong support has been voiced for the restoration of the bandstand, other views have been put forward. During the initial discussion by the Town Council consideration was given to the possibility of focussing any Council funding towards improvements to Prince Albert Gardens. This area has been increasingly well used over recent years by the town's event organisers and is considered to have considerable untapped potential. It is thought unlikely that either the Town Council or external funding bodies would have funds available to support improvements to two outdoor performance venues in the town.

An alternative suggestion made by a school pupil attending a Council meeting was that the amphitheatre feature should be converted to a water/splash park play area. Whilst problems are often experienced in the operation of such facilities, this demonstrates that alternative proposals could be forthcoming for the bandstand site.

Council needs to bear in mind that the non-replacement of the bandstand is not a cost-free option. The remaining structure would need to be removed and the site improved and made safe at a cost in the region of £40-50,000. Alternatively, the site could be filled in and grassed over. This is likely to cost upwards of £40,000 and considerably more if all of the stonework and concrete were removed before that took place.

Decision required

Either:

To authorise Council officers to support the Friends of Swanage Bandstand in further exploring the feasibility of a restoration project, including developing a specification for the works to be carried out to the amphitheatre structure and ascertaining the likely availability of external funding; or

To support the removal of the remaining bandstand structure and authorise the working up of proposals to either repair the amphitheatre feature or fill it in.

Martin Ayres
Town Clerk

August 2017

ORIGINAL DRAFT

AGENDA ITEM 10.)

Scheme Plan

- Uncontrolled table pedestrian crossing
- Footway Extension
- Leaning/ Disabled bays
- Existing Footway
- Carriageway white marking
- Islands
- Tactile Paving
- Private footway
- Traffic flow

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NO.	DATE	BY	REVISION	APPROVED BY

Dorset County Council

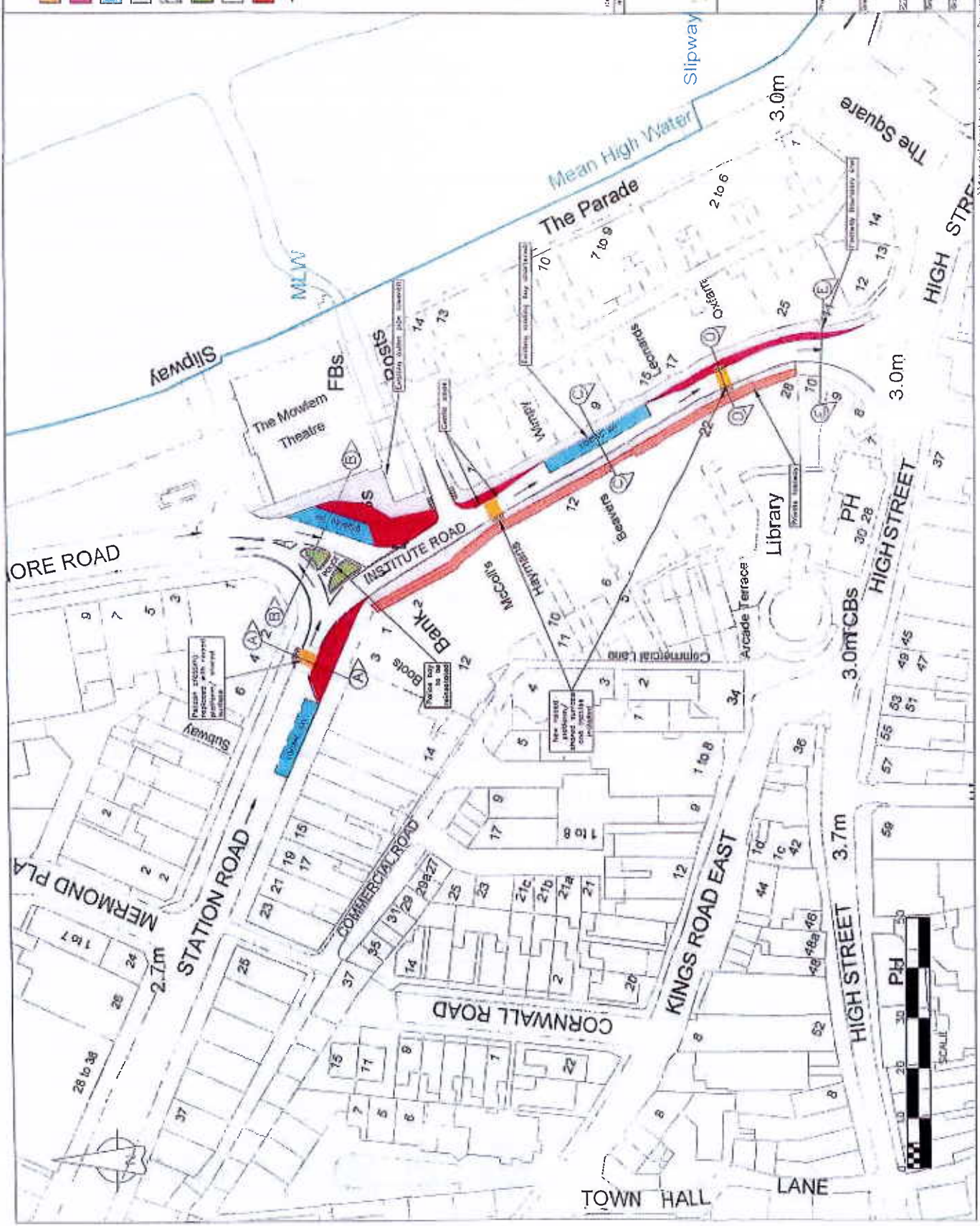
DRAFT
DRAFT HIGHWAY

Head of Local Highways

INSTITUTE ROAD ENHANCED FOOTWAY IMPROVEMENTS

CELEBRAL ARRANGEMENT

1:500
21 Feb 13
MT129/001/01/Orig



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AGENDA ITEM 11.)

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office@jamesmithfunerals.co.uk
www.jamesmithfunerals.co.uk

Ref:

Dr Martin Ayers
Swanage Town Council
High Street
Swanage
Dorset

15 August 2017

Dear Dr Ayres,

Dorset Registration Service in Swanage

It is with regret that I have to write this letter regarding the current level of service given to the bereaved of Swanage by the Dorset Registration Service. Bearing in mind previous correspondence and discussions in respect of a proposed reduced service provision in Swanage due to budgetary constraints I fear for the bereaved of Swanage in the future.

Whilst I realise that the Dorset Registration Service (DRS) is provided by the County Council and is not your responsibility, other than kindly providing office space, as the future of the DRS in Swanage has been discussed at your meetings before and also because I thought the town ought to be made aware of the situation and future consequences I thought I would make my grievances known through the Town Council.

At present there has, thankfully, been no reduction to the service provision here, however, at a time of year when I would not normally expect delays in appointments to register a death in Swanage my families are experiencing unacceptable delays or are being requested to travel to Dorchester or Weymouth when the lack of available appointments present particular difficulties.

On Monday 31st July, with the next of kin in my office, I telephoned the DRS to make an appointment for them, in Swanage. The next available appointment was not until 8th August, outside of the 5 day limit required to register a death. In the past, the DRS has applied a degree of common sense to accommodate the fact that we are a rural community with limited access to their services. They would allow registration outside of the 5 day limit as long as the family had informed the service by phone and made an appointment. It would appear that now this flexibility is being removed. But for

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the fact that I was making the appointment myself, the DRS would clearly have insisted that the family attend Dorchester or Weymouth to register within the 5 days. There were two sons eligible to register their mother's death, however, one of them lived some distance away, and the one who lived in Swanage had no access to a car. When I insisted that the request was unacceptable, I heard the person at the DRS state to a colleague "The Funeral Director is complaining". I am not quite sure what was meant by this, but it was a wholly unprofessional and inappropriate way to behave. In the end an appointment was, begrudgingly, allowed to be made on 8th August.

Further to the above example, on Wednesday 9th August, I once again telephoned the DRS on behalf of a next of kin to make an appointment for them, whilst they were in my office. I did this knowing that there were potential delays in registration so as to ensure that I could book an appropriate funeral date. On this occasion, the next available appointment in Swanage was not until Tuesday 22nd August. Clearly, apart from any legalities regarding registration, this would be far too long for the family to wait as it would mean delaying the funeral longer than was acceptable. Unfortunately, there was also no availability at the Wareham office until the same date. With no means of transport and no other family members who could register I had to make an appointment that suited our office diary so that I could provide transport for the next of kin. Although we are providing this service at no cost to the next of kin, he is not looking forward to the journey and is very nervous about it. This will in no way help him with his grief which he is clearly finding particularly troublesome.

The above examples are only ones that I have first-hand experience of. I am also aware of another family who has recently been forced to, unwillingly, travel to Dorchester to register and I only found out about this when they came in after completing registration when they expressed their discontent. I was unable to assist with this case as they had made their own appointment.

Registration of a death is a legal requirement and Dorset County Council must provide this service. This is a service that is not available by any other means than in person by a very limited number of persons related to, or known to the deceased. I find it abhorrent that the bereaved in Swanage are being treated with what I can only describe as institutional disrespect for their personal circumstances. This situation will only get worse once the service is reduced to one "half-day" per week in the future, it will not get better. These problems can have a devastating effect on families, and the DRS don't see, or have to deal with these effects first-hand. It is left to Funeral Directors to pick up the pieces and try to help as much as we are able. Of course we do not in any way begrudge anything that we do here at James Smith to assist families in any way that we can, that is our job and we are pleased and proud to be able to help, however, we do have limited resources and taking families to Dorchester or Weymouth is not always possible due to our own commitments. In these cases there is no one else for some families to turn to.

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Thank you for taking the time to review my grievances and I trust this can be brought to the attention of the residents of Swanage as well as being progressed by the appropriate Councillors.

Yours sincerely,

M J Green BA (Hons), Dip FD, MBIFD
Manager
James Smith Funeral Directors

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Title: Beach Hut Review and Proposals for 2018-19

Report for: Full Council

Date: 21st August 2017

Author: Culvin Milmer, Visitor Services Manager and Business Development Officer

1. Introduction

The purpose of this report is to provide a review of the Swanage Beach Huts, advise the Council of plans for 2018-19 and to propose a range of administration and customer improvements. This will build on the lessons learnt to date and bring the service into the modern digital age to meet customer expectations and increase income for the Council.

This report will set out a range of proposals but will not specify any beach hut charges for 2018-19. Councillors will be asked to support these proposals and a separate report will be received on the 25th September 2017 outlining the proposed charges. This will allow the Visitor Services Manager to spend sufficient time on this important task.

2. High level review – November 2016 to August 2017

The Visitor Services Manager joined the Council in November 2016 and the following decisions were made regarding beach huts during 2017-18:

- That prices would remain fixed as per the previous year
- That the application process and lottery approach remain as the previous year
- Keys could be collected for beach huts from 10.00am rather than 12.00pm (in practice, on busy weekends the Swanage Information Centre is open earlier)

In addition the following improvements or actions were undertaken:

- The new Swanage branding was applied to all invoices and documentation
- An online availability calendar was introduced from February 2017
- A limited form of online booking was implemented
- In advance day bookings were made available on a limited basis
- Six Spa Retreat beach huts were procured and delivered
- Marketing was undertaken in local media alongside the use of Facebook

2017-18 (to mid August 2017) has been relatively successful. There has been a clear improvement in income with the previous year's position being achieved by the end of July. It should be noted that a large amount of the year remains and the Visitor Services Team have a number of ideas for out of season promotions and marketing which should enable us to meet our budget requirement of £105,000.

The Visitor Services Manager has undertaken wide ranging customer research and listened to what both potential customers and current customers would like to see.

This review incorporates this research and provides a way forward which will ensure a more streamlined application and booking process and a greater use of beach huts in the shoulder months leading to more income.

3. Beach Hut financial analysis

Year	Actual			Forecast		
	Shore	Spa	Total	Shore	Spa	Total
2016-17	£71,248	£23,267	£94,515	n/a	n/a	£94,515
2017-18	£62,361	£31,658	£94,019 (1)	£69,000	£36,000	£105,000

Note 1: The 2017-18 actual is up to 31st July 2017 – the equivalent figure in 2016-17 was £81,432

It should be noted that no costs have been included in the figures above.

4. Issues identified

Appendix 1 provides a detailed list of issues that have been identified in the last year in relation to the Beach Huts. This list will be developed into an Action Plan by the Visitor Services Manager, however the key issues relating to the promotion of beach huts for 2018-19 include the following:

- Difficult to use application form which does not promote the beach huts
- Upper Level huts experience a low level of occupancy – about 8%
- The limited online booking procedure, while successful has proven difficult for staff
- The lottery process is not seen as particularly transparent by customers
- The website needs improving as a promotional tool
- A strategy for the promotion of the different ranges of beach huts is required

5. Opportunities to be utilised

The following opportunities have been identified during the year:

- There exists a large demand for advance day bookings – the limited amount available this year has proven very popular
- Upper Level beach hut customers tend to like these huts
- A demand exists for online payment and booking
- Seasonal bookings should be promoted as this reduces admin for the team and ensures additional income
- The weekend market is not being utilised as we only offer a day or week
- During the first Paddleboard Championship in June, we provided a special discounted weekend rate and hired out 8 beach huts. There is clearly scope for working with other partners undertaking events in Swanage

6. Plans for 2018-19

1 – Market Segmentation

Each of our four beach hut types will be marketed according to its strengths and target audience. Customers want very different experiences from their beach huts. The website, social media, forms and flyers will be aimed at these different markets.

It is also recognised that customers who know very little about beach huts and may be interested in a single day will not be the same market as those who apply every year for

Carnival week. Therefore we will be producing an Application Form (primarily online) which has all information alongside flyers to support the different markets identified above. Much of the new marketing will be digital.

Additional targeted marketing will be undertaken to develop these new audiences.

The beach hut website will be improved significantly with pictures and will act as a promotional website linked to our digital marketing platforms.

2 – Increased working with partners and event organisers

During the first Paddleboard Championship in June, we provided a special discounted weekend rate and hired out eight beach huts. There is clearly scope for working with other partners undertaking events in Swanage. The flexibility provided by the Council last year for officers to offer special discounts will be utilised to a greater degree by working with event organisers in the shoulder months. Private group bookings will also be encouraged during the shoulder months with discounts agreed on an individual basis. This should prove popular for family parties and events.

3 - Online booking and payments

Online payment will become the standard way to pay for a beach hut in 2018-19, although it is fully accepted that a number of people will not wish to take up this option so will still be able to apply and pay in the previous manner.

The Visitor Services Manager is working with the current beach hut software supplier and is reasonably confident that an effective online booking and payment system could be in place by January 2018. In the last application form we collected email addresses and applicants were advised that email would be the main form of communication in the future. The new customer portal will enable users to access their account on the website through the use of a password and make secure payments. The proposed development will also have other options such as the ability to send SMS text messages which may be useful for marketing.

The benefit of this is that new customers can be generated easily and no administration is incurred by the Information Centre staff. Also the online system can help customers identify the best beach hut for them. This is particularly the case for those looking for advance day bookings. Online bookings work very well with Facebook and other similar advertising platforms and will reach new markets.

The updated software solution for beach huts will also be able to manage the following customers; Boat Park, Monkey Rings and Private Sites and provide a similar level of functionality.

4 – Day bookings in advance

During the year we trailed the booking of day beach huts in advance. This proved very popular although we only allowed this for 3 beach huts. We will increase the number of these available to customers in the quieter periods at all sites except Spa Retreats. We will

also offer the Upper Level huts for daily advance bookings for all year, although we will reserve the right to offer these from left to right (from the TIC) during the high peak period. This will have the effect of increasing uptake on the Upper Level, which averages about 8% for this year so far and will be easy to promote. It should be noted that on the whole, customers using the Upper Level really like it. While it does not have the buzz of the Lower Level it is peaceful, quiet and has privacy.

5 – Review Spa and Shore Beach Huts

A review of the Spa beach huts is required as their condition continues to deteriorate and no plans exist for their replacement. This will be undertaken during the autumn. A review will also be made of the Shore beach huts to consider a number of customer improvements. The hiring of umbrellas and additional chairs will also be considered.

7. Proposals for Council Approval

The Visitor Services Manager has developed a range of proposals which will enhance the beach hut offer. These proposals will form the basis of development work on the beach hut software so early approval is important to allow time for the IT developers to improve and test the updates. This can take some time and if approved the Visitor Services Manager will convert the proposals below into ‘business rules’ that allow the software developer to create a customer focused and efficient portal on the beach hut system.

The following four proposals will require council approval.

Proposal 1 – Application Process split into two

The lottery system is considered to be the fairest approach, however it is proposed that the application process is split into two tranches. The first will be for those customers looking for 6 weeks or more, while the second tranche will be for those looking for 1 to 5 weeks. The table below provides dates for the application process. This will encourage customers to consider the longer hire periods and makes it clear to customers that there is a significant benefit for them to do so. While this is not really any different to how we currently run the lottery process (which puts those looking for longer periods at the top of the pile), it does make it more transparent. A crucial element of this approach is that we will require tranche one customers to pay their invoice before we move to the second tranche, thus reducing opportunities of ‘playing the system’ (whereby customers apply for longer periods and then cancel them when other family members secure a more appropriate beach hut) and reducing debt management administration for the Council. Those who do not pay within the 30 day period would stand to lose their booking (as is the case currently). However it is recognised that the payment required date in the table below would be just after new year. It is therefore proposed that as long as a non-returnable 25% deposit was paid by the due date an additional 30 days payment period would be provided. It is acknowledged that this would increase staff administration time, however this would be in the quieter winter period so could be managed. We would not advertise this facility and only use it if requested.

Application Type	Applications Open	Applications Close	Lottery/ Confirmation	25% Deposit Required	Full Payment Required
6 weeks or more	09-Oct-17	25-Nov-17	30-Nov-17	04-Jan-18	03-Feb-18
1 to 5 weeks	09-Oct-17	28-Dec-17	07-Jan-18	n/a	06-Feb-18

Paper applications will be delivered in week commencing 9th October 2017.

Another benefit of the two tranche approach is that it will enable a clear advertising strategy for different market segments. A customer looking for a whole season hire is generally not interested in the weekly booking prices.

It is assumed that seasonal discounts will continue as previously and that this booking procedure will only be available for weeks from Saturday to Friday as is currently the case.

Proposal 2 – 3 day weekends / 4 day week

In 2017-18 we only offered the following to customers:

- 7 day weekly hire (Saturday to Friday)
- 1 day hire – on the day only
- 1 day hire in advance for 3 specific beach huts only

Alongside an increase in daily advance bookings identified above we now propose offering a small number of Lower Level and Spa Retreat beach huts on a 4-3 day basis as follows:

- 4 days – Monday to Thursday
- 3 days – Friday to Saturday

This will encourage new and emerging markets. Younger people will be keen to rent beach huts for the weekend period and those not in work will generally wish to book during the week. This will satisfy both markets as many people now enjoy more busier holidays than they may have done previously so will not always wish to book for a full 7 days. We would expect to charge a small premium for this arrangement to cover the additional administration, although we would only dedicate a small number of huts to this arrangement. We would expect to see an increase in up-take in the shoulder month.

An additional advantage of this approach is that it will enable us to make better use of mid week bookings. We are regularly asked by customers on a Monday for example if they can have the beach hut until Friday. Currently we can only charge a full weeks price for this which usually sees them leaving disappointed. We could allow them to use the beach hut for the Monday but we are unable to book the remaining days in advance. This arrangement will enable us to satisfy these customers and make additional income from un-occupied beach huts, but due to the limited number available we will not lose income and we can still rent these out for the seven day period if necessary.

It is acknowledged that having additional prices will make the process more complicated for customers. However the online system will guide the customer clearly through this and provide them with a quote for the beach hut they desire. We anticipate the booking diary to be clearly colour coded to make it as easy as possible for customers to identify their particular requirement.

Proposal 3 – Pricing Structure

It is proposed that we move to a pricing structures which allows different options for different periods of the year and in particular increase day booking uptake in off-peak periods.

The following categories will be used for the year, although please note that the periods are the same as for the previous year.

Category	Start	Finish
Off-Peak	24-Mar	18-May
Peak	19-May	13-Jul
High Peak	14-Jul	31-Aug
Peak	01-Sep	14-Sep
Winter	15-Sep	30-Mar

It is proposed that the following assumptions are built into the new pricing structure. Applications made at the beginning of the year will only be available for week, multi-week or seasonal periods and will not form part of this table.

Category	Upper Level Advance day	Lower Level Advance day	Spa Advance day	Spa Retreats Advance day	Shore Huts 3 day weekend / 4 day week
Applications up to Jan	No	No	No	No	No
Off-Peak	Yes	No (3)	No	No	Yes (note 1)
Peak	Yes	No (3)	No	No	Yes (note 1)
High-Peak	Yes	No (3)	No	No	No
Winter	Yes	Yes (2)	Yes	No	Yes (note 1)

Note 1 – A number of beach huts will be set aside for ¼ day weeks. This will be a small number of Lower Level Shore huts and a larger number of Upper Level huts. The hut numbers will be clearly identifiable on the online booking system.

Note 2 – The TIC reserves the right to allocate beach huts from left to right from the toilets in order to optimise bookings

Note 3 – A small number of Lower Level Shore huts will be available for advance day bookings as in 2017-18. The hut numbers will be clearly identifiable on the online booking system.

Customers looking for seasonal or long term lets would still receive a discount.

Proposal 4 – Offer two year booking period

It is proposed that we offer a two year booking period. While the take up for this would be small it is likely to be of significant interest to some. It would be clearly stated that no individual would be allowed to use the same beach hut for more than two years.

8. Recommendations

Councillors are therefore asked to agree the following recommendations:

1. That the application process is split into two as 7.1 and:
 - 1.1 a 25% discount is made available for customers who apply in Tranche 1
 - 1.2 the dates identified in section 7.1 are agreed assuming beach hut prices are agreed at the meeting of the Full Council on 25th September 2017
2. That the 3 day weekend / 4 day week arrangement is approved
3. That the pricing structure in 7.3 is agreed
4. That a two year booking period is approved

Appendix 1 - During the year the following issues have been identified

This Issues Log, Opportunities and What worked well (Appendix 1 to 3 below) has been developed by the Visitor Services Manager and formed the basis of this report. It will be converted into an Action Plan and implemented during the winter where appropriate.

No.	Issue	Recommendation
1.	The application form is difficult to understand for customers – too much information	It is recommended that a separate form is developed for the lottery and seasonal bookings as this is generally a very different audience to day bookings and those booking during the season. This will allow more concise information to be provided to the right audience
2.	Upper level beach huts are not being promoted effectively	Market segmentation of the different beach hut products being offered should be considered
3.	Application form is difficult to use to promote beach huts – it has no pictures	While it is useful to have the application form with all the relevant information, this results in a very complicated form which makes promotion of the beach huts very difficult. While a single application form may still be required it is recommended that a separate 'flyer' is produced as a hand out to promote beach huts - this can be given to people while out on the beach, provided to events and given out in the Information Centre
4.	The limited online booking process was reasonably well used but without online payment and direct booking this has been very difficult for us or customers to really use effectively	Full online bookings with payments will eliminate the administration required by the Information Centre and increase uptake by customers
6.	Electric in Shore Road	The cost of the use of electric during December 2016 was £234 for all Shore beach huts and the toilets. This is considered to be low and it is recommended that the Shore electric metres are not used for the foreseeable future, although readings will be taken each year
7.	Lottery process – this creates a very high admin burden and customers regularly express their view that this is not a fair approach	The lottery process should be more transparent with the approach published on the website. However it is difficult to see how else to change it as demand for certain periods are so high and promotion will only increase this
8.	Large amount of people are not aware they can hire beach huts	Increased promotion on Facebook and media should continue – we are seeing a good response for day bookings from local people who were not aware of hut availability. However we need to increase advertising locally using signs and walkabouts (which we have tried but without appropriate literature can be quite difficult)
9.	There exists a lot of criticism of the Shore Road Beach huts	Shore beach huts are extremely popular and many people like the upper level. These beach huts need to be promoted to different audiences. They are like 'marmite', some people love them, others hate them and that is fine

10.	The Spa beach huts are becoming increasingly difficult to maintain	During the winter work needs to be undertaken to assess how much longer the Spa huts will last and if necessary opportunities considered for new huts
11.	The Shore Beach Hut locks are no longer fit for purpose and need replacing	The Shore Beach Hut locks cause a lot of difficulties as they regularly get stuck. This leads to call out costs for Operations and a negative customer experience
12.	The Shore Road Beach Huts doors need to be re-painted	That consideration is given to re-painting during a quiet period
13.	A number of issues around graffiti has been experienced on the Upper Level	This should be reviewed
14.	A number of customers apply multiple times for beach huts during the lottery and undermine the process and generate more admin time for	Online booking in the future will help reduce this, although probably not for 2017-18
15.	Website needs updating with brand new and exciting pictures	This work will be undertaken during the winter
16.	Sand and debris is being blown under Shore Beach Hut door	A brush door seal will be considered in order to keep out sand
17.	The public view is that the upper level beach huts have steps and are not accessible	Shore beach huts should be referred to as Lower Level and Upper Level. The current terminology as Upper Access and Level Access causes confusion and assumes the Upper has no level access which is incorrect

Appendix 2 – Opportunities

No.	Opportunity
1.	There exists a large demand for advance day bookings
2.	Upper Level beach hut users really like this level
3.	A clear demand exists for online payment and booking
4.	Umbrellas and additional chairs could be hired out
5.	Seasonal bookings should be promoted effectively as this reduces admin for the team and ensures additional income
6.	A large amount of residents use the beach huts – look at analysis
7.	We have only marketed in local papers, Facebook and word of mouth – we need to increase this
8.	The weekend market is not being utilised as we only offer a day or week
9.	During the first Paddleboard Championship in June, we provided a special discounted weekend rate and hired out 8 beach huts. There is clearly scope for working with other partners undertaking events in Swanage
10.	Increase in second holidays taken in the UK and beach huts are very fashionable at the moment
11.	Some people would be prepared to pay for up to 2 years (although according to current legal advice we must ensure users have no more than two years in a single beach hut)
12.	Advertising in the Shore beach huts could be utilised more effectively
13.	3D visual tour

Appendix 3 - What works well

1.	The cleaning regime whereby we are advised regularly of any issues by the cleaners
2.	Maintenance issues are resolved very quickly by Operations although some concern on Saturday change over day
3.	The lottery approach, which was overseen by the Visitor Services Manager is a fair process and staff work very hard to satisfy customers as far as possible
4.	Customers, on the whole are extremely happy with the beach huts
5.	Different sites for different customers
6.	Shore Road highly accessible
7.	Saturday change over day has worked well due to additional staffing – no queues
8.	Opening earlier (from 10.00) for keys has worked well
9.	Marketing has had an impact -
10.	Online Calendar has proven very popular
11.	Prices are considered reasonably fair
12.	During the first Paddleboard Championship in June, we provided a special discounted weekend rate and hired out 8 beach huts. There is clearly scope for working with other partners undertaking events in Swanage
13.	We have been able to offer beach hut to a range of community organisations – children’s centre etc