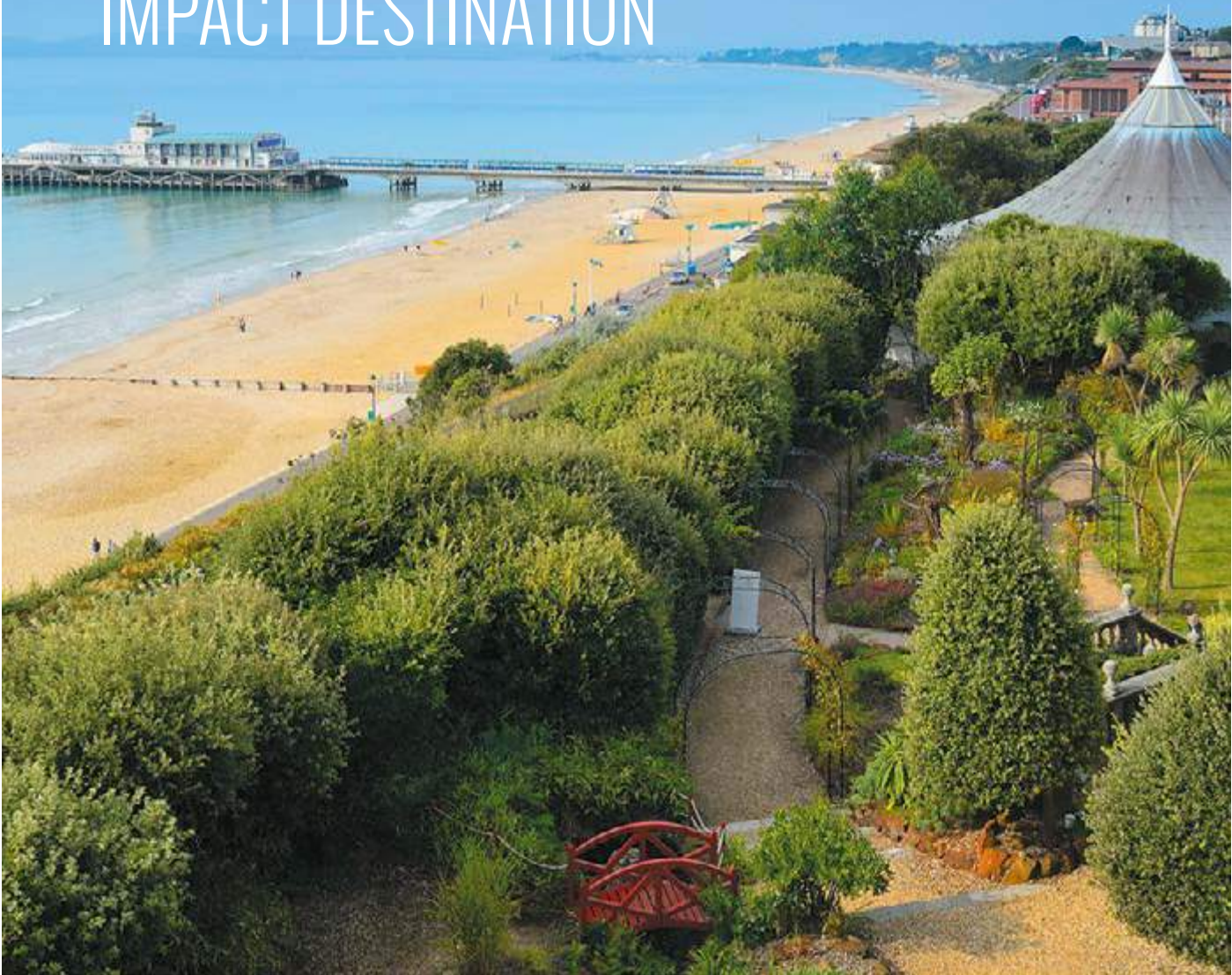
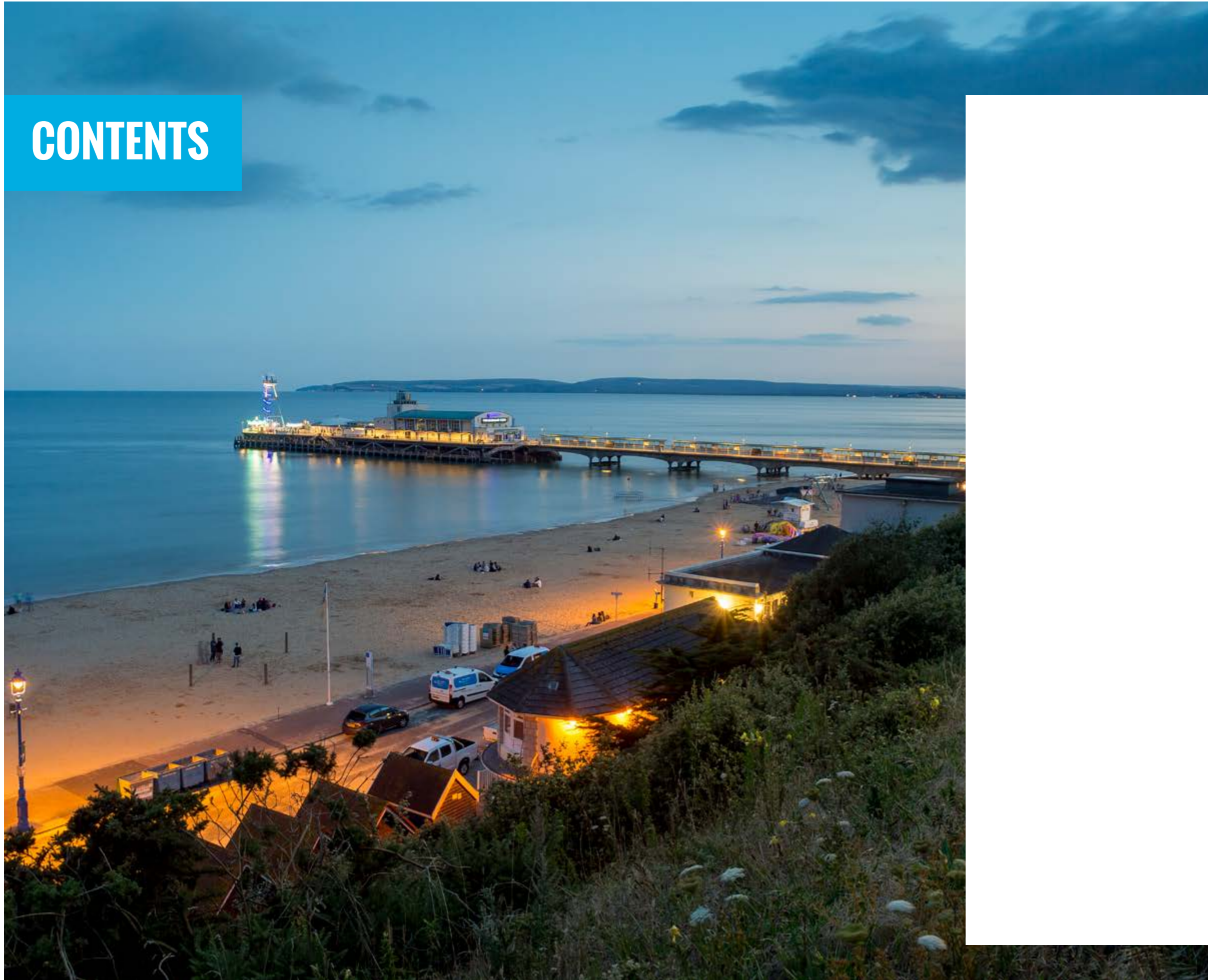


TURNING THE TIDE

DEVELOPING A LOW
IMPACT DESTINATION



CONTENTS



1 EXECUTIVE SUMMARY

Advances in single-use packaging technology have transformed retail and food-to-go over the past 30 years, leading to a major escalation in waste and littering. On its seafront, BCP council spends over £1 million pounds per year managing this waste, which is sent to a local Mechanical Biological Facility (MBT). Here metals are separated for recycling and the remaining waste is processed into compost for land remediation or fuel for energy recovery, which reduces reliance on higher carbon fuels such as gas. In the summer, when thousands of visitors flock to Bournemouth Pier larger quantities of litter are generated particularly in hot spots such as Bournemouth Pier and nearby areas, increasing the profile of the problem for local residents.

Environmental campaigning organisation City to Sea has come on board to develop a plan that will:

- Reduce the amount of waste being generated and managed by BCP Council and associated costs
- Suggest how the new Envirohub at Durley Chine can support and elevate the plan
- Engage schools in the region
- Generate jobs and income

Our mission over the next 3 years (to 2025) is to transform operational and behavioural norms away from single-use to reuse, to develop a leading, low impact destination. BCP Council will leverage the opportunity to draw a connection between peoples' behaviours and the natural environment, inspiring change to protect 15 miles of coastline. The plan presents recommendations that:

- Deliver systems change by redesigning the choices presented to consumers, weighting refill and reuse over single-use, and making it "easy, attractive, social and timely" (1).
- Drive behaviour change (adopting proven theories including social practice and behavioural sciences) to change the dominant throwaway culture and establish a new normal.

- Embed sustainable behaviours in future generations through an award-winning education programme that inspires environmental guardianship.
- Showcase best practice and inspire visitors by amplifying BCP Council's message and mission using the Envirohub at Durley Chine as a focal point.

City to Sea's award-winning and proven Refill campaign and app will support the transformation of seaside operations following the legally enshrined Waste Hierarchy.

Phase 1 of this activity is complete – the research, stakeholder interviews, design and development of the plan. Phase 2 will take place over the coming 6 to 8 months, to prepare the activities for launch. We recommend a 3-year commitment to follow the plan through, coinciding with the length of the UK Plastic Pact targets to 2025 (2).

Throughout this period, seafront operations will transform from linear to circular, with schemes piloted at council outlets for roll-out across the region. The plan will be delivered as a partnership between City to Sea and BCP Council. The initial investment is c. £370,000 for set up, with running costs of c. £230,000 a year. Revenue generation models will ensure the financial sustainability of the programme.



2 SETTING THE SCENE

Over the past 4 months City to Sea has developed a comprehensive understanding of BCP Council's mission and objectives, and the conditions influencing how this ambitious plan will be developed. The team has sought key insights from stakeholders and via research activities at the resort. As environmental campaigning, behaviour change and circular economy experts, City to Sea understand the wider environment, internationally and locally, that will influence this project, and has an extensive specialist network to elevate the outcomes.

A) SITUATIONAL ANALYSIS

Political conditions: The global pandemic has taken the spotlight from environmental issues over the past 18 months and significantly hit the progress made in reducing single-use plastic in business. The G7 Summit in Cornwall in June 2021, Glasgow's COP26 in November 2021 and extreme climate change-related weather events around the globe are pushing environmental issues back up the agenda. Prime Minister Boris Johnson has pledged "to make this country the cleanest, greenest on earth, with the most far-reaching environmental programme".(3) BCP Council is emerging from a time of political change and organisational restructuring. The council has declared a climate emergency, with public-facing strategic commitments, and is significantly increasing staff resources dedicated to its achievement. Previously, waste prevention campaigning has been driven by a need to publicly respond to an anti-social issue rather than by scientific or long-term strategic planning.

Economic forces: Tourism contributes around £1 billion (£1,000 million) to the local economy in the region. As a result of Covid-19, staycations are on the rise. Brexit and the pandemic have also presented a unique set of circumstances, such as a shortage of seasonal hospitality staff and migration from London. As furlough ends a recession is predicted, with growth in

unemployment. Local government budgets have been reduced for several years and central government is looking to address a crisis in social care and NHS funding by increasing National Insurance contributions. Food-to-go and hospitality sectors have had a particularly tough time during the pandemic, and shopping is increasingly moving online. Growth in sustainable shopping is predicted, as a response to consumer demand and market innovation.(4)

Social factors: In 2018 it was estimated that the population in the BCP area would grow more slowly than the national average, with Christchurch and Poole highlighted as a growth area and the Bournemouth population decreasing slightly. This may be impacted by the pandemic inspiring an exodus from London. 53% of the population is over 40, with a considerably larger representation of over 65s than the national average. 88.4% of the population identified as White British in the census, with White Other making up 5.1% and a small Asian/Black African and Caribbean population coming in 3rd and 4th. There are areas of extreme wealth (Poole's average house price is £453,588 (5) in comparison to a national average of £268,000 (6) and also deprivation (central Boscombe ranking highly with indices of deprivation) (7) and nationally the gap between 'rich' and 'poor' has increased: over the past 10 years the income



THE WASTE HEIRACHY

share of the richest 1% increased from 7% to 8.3% between FYE 2011 and FYE 2020. (8) Research by Beaufort (2010) found that litter can be more prominent in areas of social deprivation, where it is seen as a minor issue, especially if an area is rundown. (9)

Technological progress: Relevant emerging trends in technology include the growth in refill and reuse solutions, including reusable packaging systems and reverse vending machines. Innovate UK is funding collaborative research and development projects that can unlock refill and reuse at scale. During the pandemic people have become accustomed to ordering and paying for products using apps and QR codes, so low contact ecommerce platforms have developed. This has also been enhanced by improved Wi-Fi and internet connectivity nationally. City to Sea's Refill app is supporting the new market, including promoting Refill at home and driving new sectors such as health & beauty and cleaning.

Legal: Although the Waste Hierarchy is enshrined in law, primary research from City to Sea's Food-to-go: Good to go? report published in 2020 (10) revealed that the sector is largely disregarding the hierarchy, relying on 'broken' recycling infrastructure and introducing false solutions such as bioplastic rather than investing in prevention and circular solutions such as and reuse and

refill. The government has committed to using the tax system to drive change. Due to roll out in 2023, Extended Producer Responsibility (EPR) (11) will see the full cost of collecting household waste shift from the taxpayer to producers, to deliver a more circular economy for packaging where greater quantities of recyclable waste are reprocessed into valuable, high-quality secondary resources. Deposit return schemes (DRS) were first announced in 2018 to reduce litter by giving back a small cash sum to consumers who return their bottles and cans. The legislation has been delayed until 2024.(12)

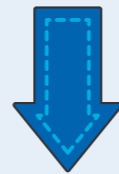
Environmental emergency: This project is part of an international ecosystem of research, action and legislation. Climate crisis, waste prevention and moving towards a circular economy are key legislative and business priorities. The Ellen MacArthur Foundation and the UK Plastic Pact are driving forward targets for refill and reuse, including refill and return, at home and on the go.(13) The Climate Change Committee highlighted that change "cannot rest on individuals alone, councils, businesses and organisations need to provide the infrastructure for individuals to change". (14) A quarter of Britons say the environment is the third most important issue facing the country after Brexit and health, ahead of the economy, crime and immigration. (15)

SWOT ANALYSIS FOR THE LOW IMPACT DESTINATION PROJECT



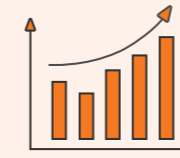
WHAT STRENGTHS ARE WE PLAYING TO

- Control – BCP Council owns and operates much of the site
- The Envirohub inspires and secures commitment from BCP Council
- The project is truly pioneering among councils and governments
- Refill is a strong pre-existing campaign in the BCP area
- Local people who are present all year round are a good cohort to trial systems change and model new behaviour
- Waste reduction will solve littering, which is an emotive topic for locals
- Strong and engaged stakeholder network including businesses, universities, community groups and NGOs
- Access to data throughout the supply chain and partners to design a rigorous evaluation framework
- Leverage through BCP Council's role as landlord and client
- Diverse and precious natural habitats valued by visitors and residents
- High profile partners are interested in partnering on the project
- Infrastructure projects to conserve nature, such as artificial rock pools, are active in the region



WHAT ARE OUR WEAKNESSES?

- Complexity – multiple categories, campaigns and messaging could confuse audiences
- Conflict between kiosks generating revenue and reducing waste when some of the best sellers are the biggest polluters
- Demands of high season and fast-service delivery models versus low-season usage
- In the summer, due to high footfall, waste and litter management around Bournemouth Pier is an intensive, damage limitation process. Messaging may not cut through in this area during busy periods.
- No existing washing and logistics infrastructure in place in the region
- Social channels with large following are corporate or destination-focused, covering a wide range of topics and audiences
- Need to balance corporate and operational messaging with limited space
- Need to balance with tourism objectives of attracting people and encouraging them to spend
- No 'one size fits all' approach that will work for all areas, different visitor profiles in different parts of the beach



WHAT OPPORTUNITIES CAN WE EXPLOIT?

- Technology – the Refill app a behaviour change tool
- Upcoming DRS legislation supports our strategy
- Appetite for plastic reduction worldwide
- Connection to wildlife – awareness/value of nature inspires sustainable behaviour such as correct disposal of litter
- Climate emergency declaration, political awareness events, e.g. COP26
- Committed BCP Council staff and departments
- Strong stakeholder and business relationships
- Recycling infrastructure is insufficient, and waste diverted from landfill is sent for incineration, therefore Refill is the only viable solution to BCP Council's challenges
- Revenue generation, e.g. levy/charge on single-use items
- The park cafes are trialling returnable cups and planning a latte levy and there is a reuse-only model for cold drinks in the Kings Park Stadium
- Access to a huge network of free or low-cost marketing and communications channels that can be used to promote the campaign, including a large, combined reach through existing social media channels



WHAT RISKS SHOULD WE ADDRESS?

- Consistent long-term commitment in the face of competing demands and agendas.
- Financial challenges and demands for BCP Council to fund itself through the kiosks and beach activities may impact on our ambition
- Compostable packaging is deemed the ideal solution by the public, politicians and retailers – 'guilt-free single-use' – although it's a false solution as it ends up being incinerated
- Locals perceive littering to be the issue, not waste reduction
- The perceived effort of any returnable scheme that requires queuing
- Inattentional blindness to messages from day visitors
- Backlash from visitors inconvenienced by systems change, e.g. levy perceived as a tax by the council
- Marketing messages do not reach the right consumers, and limited budgets mean day visitors cannot be engaged





B) OUR 3-YEAR VISION & MISSION

VISION: For BCP Council to become a leader in sustainable seaside destination management, developing a low impact resort where visitors and residents demonstrate strong environmental stewardship. To embed refill and reuse at every touchpoint to change the dominant consumption culture in a positive way.

YEAR 1: Establish the minimum standards for waste prevention and systems and behaviour change, and start to engage all key stakeholders. Launch the Envirohub and Seaside School and make an impact in local and national media. Establish benchmarking for evaluation.

YEAR 2: Exceed minimum standards for waste prevention and systems and behaviour change. Leverage partnerships and stakeholder relationships to increase reach and impact. Demonstrate ambition and learning from year 1.

YEAR 3: Extend the approach throughout the region and position BCP Council as the pioneering leader, presenting our learning across the UK. Establish self-funding business model for years ahead.

Additional benefits where our plan answers policy commitments:

- **Commercial models** in this plan can unlock financial sustainability for the partnership between BCP Council and City to Sea
- **Social justice** – inclusive campaigns, accessible to a wide audience, targeted to those most in need in the case of Seaside School
- **Job generation** – creation of new roles and enrichment of existing roles with opportunities for new and current staff on the team to upskill and train
- **Plan delivers on climate action targets** (16) sending less waste to incineration and reducing meat on the menu will reduce carbon emissions
- **Media attention** – position BCP Council as a leader among UK councils, generating media coverage to enhance reputation
- **Public health** – keeping people hydrated, fruit introduced to kiosk menu choices

C) CONSULTATION – PHASE 2: NOVEMBER 2021-MARCH 2022

Additional research and consultation will be required in phase 2 to prepare for the launch. This will ensure that our recommendations are appropriate for audiences and deliver the most impact. Partners will contribute to discussions that unlock new reuse products and services, and scope the required supporting infrastructure.

Activities will include:

- Commercial planning to test the business models supporting seaside operations, Seaside School and the Envirohub and explore revenue streams for BCP Council and City to Sea
- Visits to site to identify priority areas for suggested activities, e.g. smoking zones, cup pilots, tap locations and branding
- Local consultation on an arts trail/design for the tap locations
- Follow-up on the cup levy trial on disposable cups being considered for the park kiosks (timescales for this are unknown at present)
- Benchmarks project to observe behaviours in Refill stations, and set the magic Refill numbers per category to inform impact reporting
- Researching student behaviours on, and attitudes to, the beach. Opportunities for collaboration on Refill schemes with the university to model behaviour in multiple locations
- Pier caterers consultation and engagement, testing our approach and our ambitions, understanding the blockers and identifying a hierarchy of actions
- Marketing and communications team to review efficacy of other campaigns and prepare messaging for launch,
- Developing designs for the kiosk fascia and redesigning the menu boards to highlight the

climate-friendly options with local stakeholder consultation

- Exploring partnerships and costing/scoping the solutions
- Co-creating cigarette campaign with target audiences, and identifying level of priority
- Developing the model for levies and reusable schemes with key stakeholders, understanding profitability, customer satisfaction and operational challenges
- Refill, Envirohub and BCP Council volunteers' consultation, recruitment and 3-year plan
- School and teacher engagement, designing and testing Seaside School business model
- Considering integrations between Refill app and BCP Council Beach app
- BCP Council exploratory stakeholder meetings, e.g. RNLI, universities, businesses
- Partnership sell-in to local businesses
- Reaching out to sustainable and local suppliers for catering facilities
- Finalising evaluation framework
- Envirohub planning documents written:
 - > Exhibition & display plan
 - > Staffing & volunteer plan
 - > Community consultation to ensure accessibility to visitors with additional/complex needs



3 ACTIVITY PLANS

PHASE 3: JANUARY 2022-MARCH 2025



A) WASTE REDUCTION ACTIVITIES

BCP Council handles 2,500 tonnes of binned waste and 150-250 tonnes of beach litter per year. The costs for beach cleaning (£500,000) equal the cost of emptying bins and processing waste combined (£250,000 for each activity). The current waste management process channels mixed materials via general waste to incineration for energy recovery. Cans are sorted for recycling. In recent years the catering team have worked on a number of areas such as phasing out some single-use plastic items and switching to wooden cutlery and canned drinks over plastic.

The Waste Hierarchy requires anyone managing waste to first consider prevention, followed by preparing for reuse, recycling, other methods of recovery (for example energy recovery) and, lastly, disposal. (17) This plan will help BCP council to follow the Waste Hierarchy through its catering and waste management policies.

APPLYING LITTERING BEHAVIOUR INSIGHTS

- A reduction in single-use materials on the market will impact both waste reduction and littering management. Littering research shows that the reasons people choose to litter are complex and varied, depending on the individuals and their social situation, and highlights the benefit of reducing waste streams as a method to reduce littering.
- Research has shown that litter creates more litter, the more there is the more people drop, the cleaner a space, the less likely people are to drop litter. Regular clean ups prevent spaces reaching the 'littering tipping point' through reducing visibility. (18)
- The group most likely to litter are 18-34 year olds, rebelling against society and fitting in with their peers. Addressing this by working

with appropriate role models may appeal to this demographic, building a campaign on how 'cool people don't litter'. This was achieved in the 1980s in Texas with the 'don't mess with Texas' campaign; however, in a holiday resort with transient young visitors this may be ineffective, especially if littering is a social norm in their home setting.

- Behavioural psychologists identify a cost-benefit analysis that litterers undertake, balancing the effort of holding onto packaging, and the benefit of doing so, versus the ease of littering. If packaging has a value there is more benefit to returning it. Creating a feedback loop where someone is rewarded for returning rubbish or given a financial incentive has proven effective. In the Netherlands, deposit return schemes achieve a 95% return rate for PET bottles, compared to 66% of non-deposit PET bottles (European Parliament, 2011). (19) When someone does litter, others pick up bottles to benefit from the deposit.
- Zero Waste Scotland estimates that the 20p incentive put on plastic bottles and cans will lead to a 90% reduction in people throwing away plastic bottles, meaning cleaner outdoor spaces and a reduction in plastic pollution in our seas. (20)

This plan considers several waste and littering streams, with a focus on waste reduction as the solution, presenting a menu of recommendations for the first 3 years. We suggest littering prevention where this is the only option, e.g. cigarettes. Given the number of impact areas and the limited time and channels to communicate with visitors, the plan ranks the recommendations in order, with preference for easy wins and greatest impacts. We recommend using the Envirohub to trial novel solutions.





BOTTLED WATER & DRINKS

The success of bottled water provides an example of social practice theory in action. How has it become so ubiquitous over the past few decades given that free tap water is of such a high quality in the UK? City to Sea designed the Refill Campaign to turn the tide on single-use plastic bottled water, over the past 5 years the Refill campaign has increased the number of people who normally drink tap water on the go from 20% to 50%.



CHALLENGES

- Single-use water bottles are a top-selling item in BCP Council-managed outlets. Large quantities of bottled water are consumed in the region every year, with the resultant waste incinerated or littered
- Drinking bottled water is an established visitor behaviour, particularly on day trips to the destination during the summer months
- Bottled water offers caterers a significant profit margin, but requires significant resources to manage the resulting waste
- Tap water is not chilled and is therefore perceived as less refreshing and lower quality
- Bottled and canned flavoured drinks are also sold in BCP Council venues but recycling infrastructure is not in place to manage these, so they are currently dealt with as waste



OPPORTUNITIES

- The Refill campaign is in operation in the region with local community groups actively supporting it
- There is an existing network of freely accessible drinking water taps along the waterfront, plus drinking fountains and kiosks serving bottled water that could promote free refills
- Profits from council-run kiosks flow back into the council's revenue budget. This level of control can allow BCP Council to trial using pricing to change behaviour (levy for single-use, discount for reusables) and set the revenue generated against the costs
- Contracts with suppliers can be used to mandate waste-positive behaviours
- Innovative alternative refill solutions for soft drinks are coming to market
- To improve recycling, a new BCP Council waste management contract may in be in place for the region within the next 12 months, and DRS legislation will land in 2024 that will encourage recycling and change perceptions on the value of packaging materials



OUTCOMES

- The prevention and reduction of waste from plastic bottles to be managed by BCP Council. Driving recycling is a secondary focus in later years aligning with legislative change
- Increased access to Refill infrastructure, driving adoption of Refill by businesses, visitors and communities

YEAR 1 2022-23

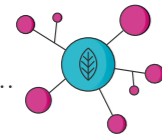
- Increase accessibility and improve awareness of Refill infrastructure to reduce bottled water sales by 10%
- From the outset bottled water will not be sold in the Envirohub
- Identify another kiosk to phase out single-use water sales

YEAR 2 2023-24

- Phase out promotion of bottled water and target of 25% sales reduction
- Ban bottled water sales at another kiosk, to be identified through research
- Proactively target chains in the region to promote Refill, e.g. Tesco
- Review choice architecture of soft drinks options in kiosks and introduce partners

YEAR 3 2024-25

- Target of 50% reduction in bottled water sales
- Saturation of Refill in core area and increased coverage across the region
- Introduction of DRS



SYSTEMS CHANGE

- Clear signage to improve awareness and accessibility of free taps and fountains along the seafront
- Remove single-use bottled water from sale in BCP Council kiosks and promote free water refills, including a chilled solution and other alternatives
- Use the contractual relationships with third-party suppliers to ensure outlets offer and promote Refill and follow BCP Council kiosks' lead in phasing out single-use
- Deposit return schemes adding charge for single-use and rewarding recycling behaviours using reverse vending machines



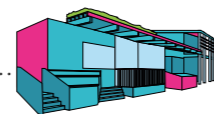
MARKETING

- Promote Refill campaign and app
- Use Refill messaging
- Use existing social channels, out-of-home advertising, signage on and around beaches, newsletters and websites to raise awareness of Refill infrastructure and drive people to Refill locations
- Targeted adverts promoting the Refill campaign
- Reminders to bring reusable bottles
- Visible signage at Refill points and outside Refill stations, e.g. Seahorse Trail
- Targeted communications to local businesses to get them signed up to Refill stations
- Mobile water bar/drinks bar/roaming staff with refill tanks
- Awareness days with stunts
- Use Envirohub as promotional space to raise awareness of Refill campaign
- High profile fountain at Bournemouth Pier



BEHAVIOUR CHANGE

- Embed behaviours by rolling out the Refill campaign and app for discrete business and visitor audiences in the region, e.g. bespoke messaging for visitors in key locations such as car parks
- More people to carry reusables
- Add value to tap water, e.g. concentrates, chilled, sparkling
- Return reusable packaging to outlets, e.g. DRS



THE ENVIROHUB

The Envirohub will be our showcase for Refill, with no bottled water sold in the venue but refills widely available, including chilled. An Aqua Libra machine will be installed, dispensing chilled, sparkling and flavoured drinks in refillable cups and bottles. By year 2, flavoured beverages will not be available in PET, and ideally in any single-use packaging. A reverse vending machine will be installed in the Envirohub to drive recycling behaviours such as DRS.



KEY MESSAGES

- Refill here for free
- Download the Refill app to find your nearest Refill Station
- Refill more than water (soft drinks)



MEASUREMENTS

- Sales data
- Waste volume and cost
- Attitudinal and behaviour surveys
- Number of Refill stations and refills logged
- Number of fountains installed, water meterage
- Promotional mechanics linking app to kiosk deals

QUALITATIVE RESEARCH ON BOURNEMOUTH BEACHES SUMMER 2021

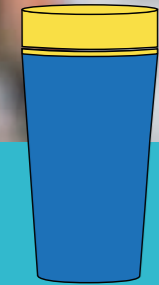
What waste reduction initiatives would people be most likely to participate in?

1. Returnable cup scheme
2. Vouchers for returning packaging
3. Discount for bringing litter from beach

Insights:

- Vouchers for returning packaging was most popular option across all people interviewed and most popular with families
- Collecting rubbish was most popular with 18-30 year olds, whereas families had some reservations about health and safety
- Families were not positive about reusable cup schemes if they required queuing, and raised concerns about affordability with multiple drinks orders
- Redemption of vouchers had to follow a slick process and be near to the beach





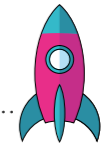
HOT DRINKS

Coffees are the second most popular purchase after ice-creams at BCP Council kiosks. Disposable cups have enabled the growth of small catering outlets without mass reuse washing facilities. The pandemic has increased the habit of promenading with a coffee, and caterers have reversed on the use of reusable cups due to unfounded fears of transmission. On a busy day, 1,250 hot drinks can be sold via BCP Council kiosks.



CHALLENGES

- People don't bring their own reusable cup as it's not a consideration for a holiday – either it's not part of their routine or they are uncertain they can use it
- No appropriate existing waste stream as the current bamboo compostable cups require a specialist separate waste collection to be composted. Currently cups are going in the general waste and being incinerated
- Lack of infrastructure, with most BCP Council venues along the beachfront having no washing facilities for returnable cups and mass reuse schemes. May require investment
- Vendors have reservations about service model and queues
- Value-action gap – people dislike waste but don't like solutions that involve effort on their part. In general, beach interview research found people put a lot of 'perceived effort' on a returnable cup scheme. They were concerned about the effort of queuing and paying a high deposit (even if they would get it back)
- Loss of competitive advantage for BCP Council outlets if people can still purchase single-use from other vendors
- Significant behaviour change required by visitors
- Providing infrastructure would require working with a third-party cup provider to manage the service
- Research by BCP Council has found that there is a value-action gap where individuals care about litter but aren't prepared to pay £1 for a reusable cup. This can be explained by the perceived effort of queuing to get £1 back or a disconnection between waste in bins and waste being littered



OPPORTUNITIES

- Change the choice architecture – with so many BCP Council kiosks along the seafront, BCP Council can introduce a returnable cup scheme where people can drop off as they walk along the promenade
- Reimagine service models and test a fast-track queue system for returns so people using reusables get quick access. Explore how technology can support customer experiences
- Promote reuse drop-off locations via the Refill app and map to provide a slick customer experience
- Trial with a third-party delivery partner – returnable cup schemes
- Activate loss aversion with a cup levy – research (21) shows that charging at least 10p-25p for a single-use cup will increase the number of people using reusables more than a discount
- Levy can also become a good news story by donating a proportion to City to Sea to support campaigning work
- Develop the Refill app to support a BCP Council-owned cup deposit scheme



ON A BUSY DAY, 1,250 HOT DRINKS CAN BE SOLD VIA BCP COUNCIL KIOSKS





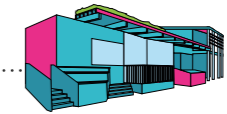
OUTCOMES

- Reusable cup scheme piloted and developed for BCP Council kiosks, driving a change in the default option to a reusable cup
- By modelling best practice and building confidence in the long term, BCP Council will establish a returnable/reusable cup service for the area that all vendors and institutions can be a part of
- Decrease in BCP Council costs of buying and processing single-use cups
- Increase in income from single-use levy, reinvested into campaign/City to Sea
- Business development of a washing/logistics solution that is ideally local, or if working with a national supplier, the economies of scale for sending cups for washing has a low carbon footprint
- Behaviour change – use-return-reuse instead of use-dispose will become the norm by modelling this behaviour over a variety of previously single-use items. An increase in residents carrying their own reusables as well as uptake of the borrow offer



MARKETING

- Raise awareness that Refill is more than just water
- Target businesses with Refill guidance
- Trade communications – newsletters, social media – to remind businesses and train their staff to communicate that reusables are safe and acceptable
- Promote Refill campaign and app
- Use Refill messaging
- Use existing social channels to raise awareness of Refill infrastructure and drive people to Refill and cup drop-off locations
- Reminders to bring reusable coffee cups at cafes and kiosks
- Targeted social media campaign to locals reminding them to bring reusables and make visitors aware of the borrow scheme
- Visible signage at Refill points and outside Refill stations
- Targeted communications to local businesses to get them signed up to Refill stations
- Use clear visible signage to promote reusable cup scheme



THE ENVIROHUB

The default option would be a returnable cup with a refundable deposit to minimise the choice architecture.



KEY MESSAGES & CONSIDERATIONS

- Borrowing is normal, single-use is chargeable
- Download the Refill app to find places to refill and reuse



MEASUREMENTS & FURTHER RESEARCH

- Coffee cup data
- Use of language – what works for consumers and caterers
- Piloting a scheme and understanding the barriers and frictions
- Trialling a mug scheme versus a plastic returnable coffee cup for practicalities and perception of materials

YEAR 1 2022-23

- Improve awareness of Refill infrastructure for cups, and build confidence after Covid reversal to single-use
- Introduce levies for single-use cups
- Increase access to cup materials that are less impactful for single-use
- Pilot reusable cup scheme at a kiosk close to the Envirohub
- Target chains to promote Refill (bring your own and borrow)

YEAR 2 2023-24

- Roll out reusable cup scheme further in Bournemouth and Boscombe
- Proactively target coffee shop chains to promote Refill
- Engage hospitality with reusable cups

YEAR 3 2024-25

- Embed reusable cup scheme throughout BCP beaches and parks



OUTCOMES

As per hot drinks cups

- Change the choice architecture
- Activate loss aversion with a cup levy
- Trial with a third-party delivery partner – bar cups are an established service model, with a number of providers in the South West hiring to UK festivals

Systems change and behaviour change

- As with hot drinks

YEAR 1 2022-23

- Raise awareness of Refill infrastructure for cold drinks cups
- Pilot reusable cold drinks cup scheme in Bournemouth and the Envirohub

YEAR 2 2023-24

- Target cold drinks choice architecture in catering outlets, e.g. fountains, concentrates. Roll out reusable cold drinks cup scheme further

YEAR 3 2024-25

- Embed reusable cold drinks cup scheme throughout BCP beaches



CHALLENGES

- BCP Council kiosks sell drinks in single-use plastic cups, with other vendors selling alcoholic drinks. Throughout the pandemic, caterers have reverted to single-use plastic over glass, even for drink-in
- Most BCP Council venues do not have facilities that can wash at scale
- The significant influence of alcohol on littering behaviours
- People keep the cups as a souvenir



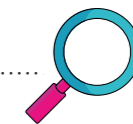
OPPORTUNITIES

- Partnering on infrastructure with other local organisations that generate high volumes of single-use cups (universities, football and rugby stadiums). There is the potential to partner to achieve the economies of scale that make washing and storage facilities more viable all year around, e.g. sharing facilities in the summer when university students are away will counteract the seasonality of business
- Cafe in Kings Stadium already leading the way – the BCP Council cafe manager is planning to move to a post-mix dispensing unit for all cold drinks to remove single-use bottles and cans



MARKETING

- As per hot drinks
- Use social media channels, newsletters, out-of-home advertising and signage to promote reusable cup scheme
- Creative cup design and branding for different audiences – families (soft) and young people (alcohol)



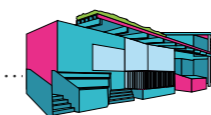
KEY MESSAGES

- Borrowing is normal, single-use is chargeable



MEASUREMENTS & FURTHER RESEARCH

- As per hot drinks



THE ENVIROHUB

- Only sell cold drinks in reusable cups
- Trial a returnable cup scheme for learnings to roll out across the seafront



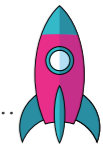


TAKEAWAYS, CUTLERY AND SACHETS



CHALLENGES

- The increase in takeaway food service, ready meals and pre-packaged food in UK supermarkets, high streets and retail outlets has reduced the amount of people making their own meals and picnics. This means there is more single-use packaging being created, purchased and discarded
- The beachfront kiosks are part of this culture, fuelling packaging being left on beaches
- The pandemic has seen businesses move away from big bottles of sauces and condiments on tables/serving areas and replace them with individual sachets. This is wrongly perceived as being safer and more hygienic
- Most food packaging is contaminated with food waste and therefore not recycled



OPPORTUNITIES

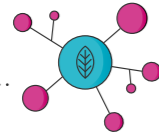
- **Material choices:** BCP Council has control over what it buys and sells and the materials it chooses to give people
- **Landlord influence:** As the landlord, BCP Council can work with other vendors to join schemes and influence purchasing choices
- **Trialling a reusable box scheme:** The Envirohub would be a good place to trial this
- **Third-party providers:** Reusable box schemes are being trialled and rolled out at markets and food stalls in London and Bristol
- **Menu options** chosen to reduce packaging and carbon emissions, contributing to BCP Council Climate Action Plan



OUTCOMES

YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25
<ul style="list-style-type: none"> • Raise awareness of Refill infrastructure for takeaway food. Pilot reusable box/plate scheme at the Envirohub • Pilot climate-friendly menu options in the Envirohub. Improve access to materials that are less impactful for single-use 	<ul style="list-style-type: none"> • Roll out climate-friendly menu options across kiosks and extend reusable box/plate scheme to Bournemouth and Boscombe 	<ul style="list-style-type: none"> • Embed reusable box/plate scheme throughout BCP beaches





SYSTEMS CHANGE

- Reusable takeaway packaging with a deposit return option
- All disposable packaging is chargeable



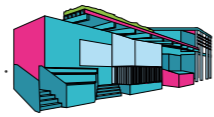
MARKETING

- Use social media and signage to raise awareness of Refill infrastructure
- Promote Refill app and campaign
- Targeted communications to get local businesses signed up on Refill app offering food refills
- Signage to promote climate-friendly menu options
- Menu design and signage in kiosks and restaurants
- Reusable food box/plate design
- Targeted communications to businesses around takeaway packaging guidance
- Use Cut the Cutlery campaign – our petition got over 92,000 signatures and resulted in the government launching a consultation on banning these single-use items
- Training and guidance for kiosk and restaurant staff on reusable packaging and best practice for serving food



BEHAVIOUR CHANGE

- Packaging has a value and is returned, not disposed of



THE ENVIROHUB

- Work towards selling food in reusables, and provide sauces in bulk containers
- Trial a returnable food box for learnings to roll out across the seafront



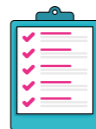
KEY MESSAGES & CONSIDERATION

Key messages

- Hiring is normal, single-use is chargeable

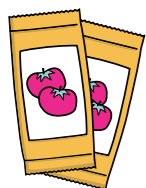
Considerations

- As per hot drinks



MEASUREMENTS & FURTHER RESEARCH

- Investigation into how much litter is from kiosks versus other outlets or BYO picnics



MOST FOOD PACKAGING IS CONTAMINATED WITH FOOD WASTE AND THEREFORE NOT RECYCLED



CIGARETTE LITTER

Cigarettes are the most littered item worldwide and the second most prolific item on beaches after food wrappers, and most people do not realise that the filters are made from plastic. Due to the size these plastic filters are ingested by fish as they break down into fibres.

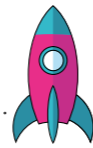
Surveys conducted on smokers reveal that 42% find it difficult to dispose of cigarette ends without littering due to problems finding an appropriate bin and the risk of fire from placing in an ordinary bin. Littering was found to increase significantly with the distance to the receptacle at the time of disposing. (22) On Bournemouth beaches, 10 out of 16 people approached said they put cigarettes in bottles or cans, 1 had a portable ashtray and the other 5 said they buried them in the sand to avoid potential fires or bad smells.





CHALLENGES

- **The smell:** Cigarette butts are smelly and unpleasant to carry around
- **Infrastructure:** People want a solution in close proximity
- **Social norms:** Stubbing out a cigarette and walking away is normal
- **Easy to hide:** The beach is an easy place to hide the evidence of a stubbed end
- **Hard to collect:** The volume and size means it is not feasible for mechanical or hand litter pickers to collect them all
- **Bins on beaches:** These were removed for staffing and health and safety reasons



OPPORTUNITIES

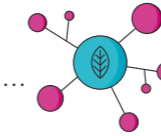
- **Designated smoking areas:** These allow infrastructure to be concentrated in specific areas to capture cigarettes
- **Ballot bins:** If these worked in the town centre, could they be trialled on the beaches in designated areas?
- **Portable ashtrays:** These could be trialled on the busiest parts of the beaches
- **Connecting actions with oceans:** Other cities have put fish symbols on the tarmac in front of drains with chalk pens to highlight the impact of cigarette butts going straight out to sea



OUTCOMES

- Normalise more careful disposal of cigarette ends along the seafronts

YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25
<ul style="list-style-type: none"> • Improve awareness of cigarette end impact among core target group (18-30 year olds) • Increase accessibility to proper disposal on beaches, parks and in transport hubs. • Pilot first smoking zone at Bournemouth beach • Trial portable ashtrays • Trial chalk pen stencils around drains 	<ul style="list-style-type: none"> • Engage hospitality industry and transport hubs in cigarette end initiatives • Roll out smoking zones across further BCP beaches 	<ul style="list-style-type: none"> • Roll out smoking zones across all BCP beaches and parks



SYSTEMS CHANGE

- Infrastructure provided to capture cigarettes across the town



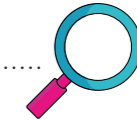
MARKETING

- Raise awareness of cigarette end disposal infrastructure and drive people to these and to smoking zones
- Targeted messaging to 18-30 year olds to raise awareness of cigarette end impact and change behaviour
- Engaging and relevant messaging on bins and signage to appeal to age group, e.g. Hubbub footballer bins
- Social media campaign around this targeting 18-30 year olds
- Make the smoking zones 'cool' and Instagrammable
- Drain art competition with local schools or via Seaside School/Envirohub to connect actions with our oceans



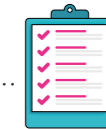
BEHAVIOUR CHANGE

- Cigarette ends end up in bins



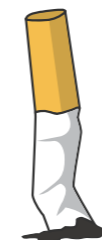
KEY MESSAGES & CONSIDERATION

- Now the norm for smokers to use bins to dispose of cigarette ends



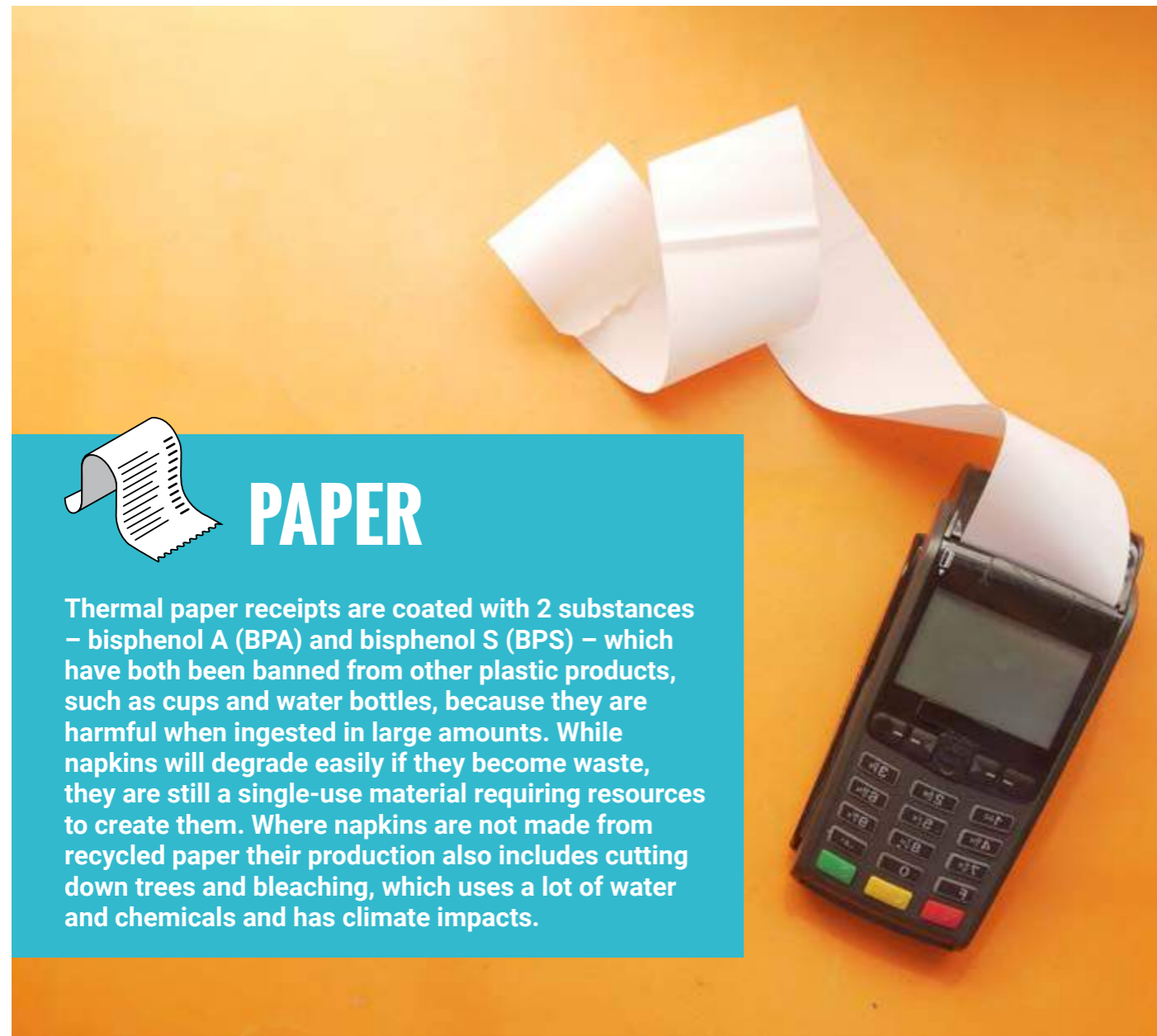
MEASUREMENTS & FURTHER RESEARCH

- For beach research, the beach would need to be cleaned of cigarette butts to monitor the success of interventions in those geographical areas
- Uptake of portable ashtray promotion
- Perception and usage of smoking zones



CIGARETTES ARE THE SECOND MOST PROLIFIC ITEM ON OUR BEACHES





PAPER

Thermal paper receipts are coated with 2 substances – bisphenol A (BPA) and bisphenol S (BPS) – which have both been banned from other plastic products, such as cups and water bottles, because they are harmful when ingested in large amounts. While napkins will degrade easily if they become waste, they are still a single-use material requiring resources to create them. Where napkins are not made from recycled paper their production also includes cutting down trees and bleaching, which uses a lot of water and chemicals and has climate impacts.



CHALLENGES

Paper found on the beach was identified as principally serviettes and printed receipts.

- **Grab and go culture** – people were observed at kiosks grabbing napkins. Families took the most
- **Defaults** – vendors giving receipts as default, although the BCP Council kiosks do not do this



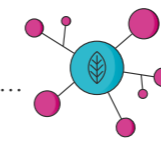
OPPORTUNITIES

- As the landlord for the entire beachfront, BCP Council can engage in-house, contracted and external providers and provide guidance or contractual requirements around littered paper items
- Serviette dispensers make it harder for people to take large amounts



OUTCOMES

YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25
<ul style="list-style-type: none"> • Trial paperless receipts/orders in the Envirohub • Develop best practice for napkins 	<ul style="list-style-type: none"> • Roll out paperless receipts/orders across BCP Council kiosks 	<ul style="list-style-type: none"> • Roll out paperless receipts/orders throughout BCP



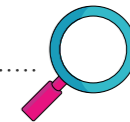
SYSTEMS CHANGE

- Napkin dispensers that reduce the number of napkins that can be taken and staff briefed on how many to be given out
- Till receipts not printed as default. People only get if requested



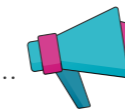
BEHAVIOUR CHANGE

- Staff behaviours around giving out napkins, if that is the root of the problem



KEY MESSAGES & CONSIDERATION

- Go paperless
- What % of these items are coming from town centre vendors – what capacity is there to reach these organisations?



MARKETING

- Social media messaging raising awareness that dirty/greasy paper and card can't be recycled
- Takeaway packaging guidance and best practice for staff – e.g. limit number of napkins, only give paper bag if requested, explaining to customers why no receipts
- Communications to businesses
- Training for staff



MEASUREMENTS & FURTHER RESEARCH

- Audit of what vendors along the beach front do when providing napkins and receipts





BARBEQUES

The cheap availability of disposable barbeques coupled with the demand on public open space has meant this increasingly popular beach activity brings additional waste and hazards when not disposed of properly. Current barbeque bylaws limit use to between 6pm and 10.30pm and large groups are encouraged to apply for permission before holding a barbeque. The council has a designated area between Bournemouth and Boscombe Pier and has invested c. £300,000 in free-to-use electric hot plate barbeques available from 10am to 10pm. Ten of these are currently being trialled at 3 other seafront locations.



CHALLENGES

- Single-use coal barbeques being left on beach, setting bins on fire
- Barbeques buried in sand can cause accidents
- The current electric barbeque locations are not on the beach so the person cooking the food is isolated from a group
- Association between single-use and the 'party crowd' may mean this audience are unreceptive to traditional messaging, particularly when alcohol is involved



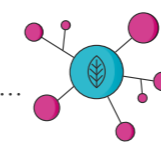
OPPORTUNITIES

- Capital funding for barbeques – electric barbeques available, infrastructure and messaging needed to support roll out
- Research carried out with local communities, e.g. students on how and where the barbeques should go to be utilised effectively
- Cross over with smoking audience may offer opportunities to combine learnings and messaging
- Create aspirational zones
- In the future a pilot could be considered on a reusable hire model (may be some health and safety concerns on this)
- Staff on the beach managing barbeques could contribute to the visibility of BCP Council representatives to assist with observation bias, model positive behaviours and support behaviour change



OUTCOMES

YEAR 1 2022-23	YEAR 2 2023-24
<ul style="list-style-type: none"> • Single-use BBQ discouragement, BBQ zones, BBQ rental, big BBQ zone rental 	<ul style="list-style-type: none"> • Single-use BBQ bans, extend roll-out of BBQ rental, pilot BBQ ban



SYSTEMS CHANGE

- Beach goers use onsite infrastructure rather than bringing items with them
- Hiring model like chairs service, with someone observing the barbeques for safety
- Barbeque packages available to hire for celebrations, which include zone, utensils, reusables plates and cutlery, glasses, and option to include food from local kiosks/ catering companies which then gets collected at end. QR code delivery, novelty elements



MARKETING

- Clear signage around barbeque area
- Video and targeted social media campaign promoting areas
- Out-of-home advertising of areas and hire packages available
- Visually attractive areas that are Instagrammable to encourage user-generated content
- Promotion of packages targeting audiences for celebrations



BEHAVIOUR CHANGE

- Using reusable barbeques – either gas/ electric ones or hireable models



KEY MESSAGES & CONSIDERATION

- Hiring is normal, single-use is chargeable



MEASUREMENTS & FURTHER RESEARCH

- Business model design and testing analysing ages of those leaving a barbeque, where they buy them from, price point of a disposable, demographic of those using





ICE CREAMS & LOLLIES



CHALLENGES

- 'Impulse' ice-cream purchases come in plastic flyaway wrappers
- Lolly sticks have no waste stream to be used for
- Tubs are lined with a plastic liner as per coffee cups, so are not biodegradable, recyclable or compostable
- People take napkins to eat a cone ice-cream, so still end up with single-use materials
- Cones are not suitable for gluten-intolerant people
- Vegans are not aware that kiosks sell vegan options



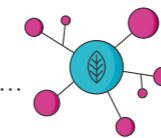
OPPORTUNITIES

- Ice-creams in cones are packaging-free unless a napkin is provided
- New Forest Ice Cream is a local provider that offers vegan dairy-free options
- New Forest Ice Cream is developing a tub made from wafer
- Celebrate the climate and sustainability benefits of New Forest Ice Cream
- Great positive environmental messages for family audiences and schools
- Strong relationships with suppliers, such as Walls, to explore reduced packaging options



OUTCOMES

YEAR 1 2022-23	YEAR 2 2023-24
<ul style="list-style-type: none"> • Promote ice-creams in cones over packaged items where possible • Trial plastic free ice cream serving 	<ul style="list-style-type: none"> • Roll out climate-friendly menu options across kiosks



SYSTEMS CHANGE

- Changing the materials that ice-creams are sold in



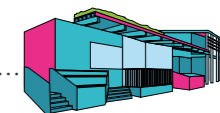
MARKETING

- Messaging on menu boards
- Signage in kiosks and outside promoting local ice-creams and vegan options
- Highlighting these options on social media



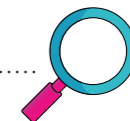
BEHAVIOUR CHANGE

- Ice-creams can be bought packaging free



THE ENVIROHUB

- Only sell ice cream in cones
- Champion dairy-free as the low-carbon option
- Talk about travel miles for ice-creams
- Creative use of lolly sticks, e.g. craft



KEY MESSAGES & CONSIDERATION

- Beach-friendly treats



MEASUREMENTS & FURTHER RESEARCH

- Lifecycle impact and assessment of different ice-creams versus sorbets, e.g. lemon sorbet (imported lemons) versus vanilla ice-cream



TUBS ARE LINED WITH A PLASTIC LINER AS PER COFFEE CUPS, SO ARE NOT BIODEGRADABLE, RECYCLABLE OR COMPOSTABLE



B) PROCUREMENT, SUPPLY CHAIN, WASTE (KIOSK WASTE, CATERING WASTE, HIERARCHY)

PROCUREMENT BACKGROUND

The trade waste the BCP Council kiosks manage, including cardboard and plastic, comes from suppliers. The type of products and service model (food cooked from frozen to order) means that food waste is very low.

Since the 3 councils merged, the procurement team has been tasked with minimising the number of suppliers and payments that the council has on its books. The council needs suppliers that can meet the increased demand in the high season, so it uses 2 national distributors who carry a large range. BCP Council has some direct contracts with national brands that are managed by third-party distributors. Each tendering document is bespoke to that product category, and food and drink receives input from the council's sustainability team to improve the criteria and requirements.

Sustainability has a 15% weighting within the quality weighting. Ability to meet the contract and to service stock levels makes up 50% of the quality criteria. Due to the nature of the food service, and the demand, smaller suppliers can't meet these requirements to have the necessary volume of stock.

The minimum standards for the fruit and vegetable tender include:

- **Fairtrade:** Bananas (Bournemouth is a Fairtrade town)
- **Locality:** South West where possible, and a requirement to share all product origins and distances travelled
- **Seasonal:** Where possible
- **Packaging and delivery boxes:** Focus on reusable and recyclable materials and improve where possible

Currently Country Fare delivers in reusable boxes that are taken away, New Forest Ice Cream collects its cardboard boxes (but not plastic tubs), and other suppliers deliver in cardboard that is sent for recycling.

As part of the climate emergency declaration, there is a decision impact assessment for procurement with the following criteria: climate change & energy, communities & culture, waste & resource use, local economy & jobs, health & wellbeing, learning & skills, natural environment & sustainable procurement.

The catering team have taken measures to phase out plastic including all soft drinks becoming plastic free (now in cans) except bottled water, trialling Canowater, promoting the Refill campaign, replacing plastic straws with paper straws, phasing out all plastic cutlery – replaced with wooden or metal, and introducing a reusable cups scheme within Prom café and Boscombe Diner.





CHALLENGES

- Small independent local suppliers generally can't manage the demand required in high season
- Choices available from the large suppliers, e.g. Britvic, come in plastic film and cardboard packaging
- BCP Council doesn't feel it is a big enough contract to challenge the packaging that products come in from international brands
- BCP Council has to pay to dispose or recycle the waste that is being transported around the country for processing
- Local vegans have a perception that the menus are not vegan-friendly and have written off the kiosks
- The provenance of food and distances travelled by the produce are not checked once a contract is awarded



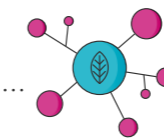
OPPORTUNITIES

- Contracts are renewed every 3 years, so a greater focus on sustainability, reuse and the climate crisis can be introduced
- Working with smaller local suppliers, e.g. New Forest Ice Cream, on takeback schemes for its plastic packaging. It already takes back its cardboard
- Working with distributors on their capacity to reduce packaging from the supply chain
- Provenance boards at the kiosks – sharing the provenance and commitments that BCP Council follows with its food choices
- The Envirohub's menu to showcase all the provenance measures and make the low-carbon, low-packaging options more prominent
- Use imagery on the kiosk fronts to create a sense of provenance, so people feel more connected with their purchasing choices



OUTCOMES

YEAR 1 2022-23	YEAR 2 2023-24	YEAR 3 2024-25
<ul style="list-style-type: none"> • Greater communication about sustainability and procurement credentials in kiosks – provenance boards • Envirohub sells seasonal local fruit • Food waste collections for cafes and kiosks 	<ul style="list-style-type: none"> • Takeback scheme for ice-cream tubs • Takeback schemes for cardboard packaging 	<ul style="list-style-type: none"> • Consideration to this plan should be taken as suppliers contracts are renewed



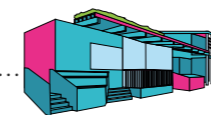
SYSTEMS CHANGE

- Suppliers provide all produce in reusable packaging which they take back



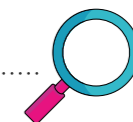
BEHAVIOUR CHANGE

- BCP Council to talk more openly about its purchasing commitments
- BCP Council to challenge suppliers to innovate



THE ENVIROHUB

- Menu designed around the principles of sustainability and climate crisis criteria
- Provenance boards to demonstrate choices and commitments
- If fresh fruit sold (one of the requests from our audience surveys), fruit that is going soft is pulped and frozen for smoothies or made into fresh fruit lollies or something else to avoid food waste
- Food waste bins in the Envirohub



KEY MESSAGES & CONSIDERATION

Key messages:

- Suppliers' packaging becomes our waste. How can we design this out of our supply chain?

Considerations:

- Fresh products from local suppliers increase risk of food waste, which has a higher carbon footprint than plastic packaging
- Storing packaging to return



FURTHER ENVIRONMENTAL CONSIDERATIONS

Given BCP Council's climate and wider sustainability commitments, this plan can't just consider waste reduction in isolation. From our audience research, the climate crisis was a concern for many younger visitors and residents, as well as a concern for wildlife.

QUALITATIVE RESEARCH FINDINGS

City to Sea conducted qualitative surveys on sunny days (July/August 2021), around Bournemouth beach and garden kiosks, asking visitors about their values, what engaged them and what actions they would participate in to reduce waste.

People were asked to choose a statement that most resonated with them on why the new Envirohub kiosk would be reducing its packaging, e.g. "The cafe is being designed to reduce the amount of waste and litter that goes into the sea and affects the wildlife."

These statements resonated with people most:

- Protecting wildlife (most popular with families)
- Bournemouth's cleanliness status
- Bournemouth's response to the climate emergency (most popular with 18-30 year olds)

There are opportunities to address the menu choices in the Envirohub to be plant-based as well as low in packaging. Redesigning the menu boards and highlighting the provenance and the relevant certifications would be an easy win. Research from Cambridge University found that by simply doubling the plant-based options on a menu from 1 in 4 to 2 in 4 increased purchases by 40-80%. (23)

Bournemouth research findings

City to Sea undertook visitor research at kiosks throughout the summer to inform climate-friendly menu suggestions for the new Envirohub. Interviewees were shown a list of vegetarian food

options, without prompting that it was a vegetarian or vegan list, and asked which items they would choose. The top 5 choices were salad, ice-cream cone, fruit, spicy bean burger and salad panini.

Serving salad presents a challenge as it requires packaging, a chiller for storage and leads to food waste. However, un-chopped, unpackaged fruit will have a longer shelf-life and requires less chilling.

Every material, process and change, engages an array of environmental considerations: packaging, waste, carbon, energy usage, water, chemical and pollution impacts. BCP Council has climate and sustainability criteria, therefore every change should be considered in relation to existing commitments. Lifecycle assessments are a useful way to evaluate these when they are available.

Some considerations and common concerns when investigating plastic-free, reusable-returnable systems:

- **Packaging-free versus food waste:** Packaging maintains the freshness and lifespan of many products. Choosing packaging-free presents food waste issues, especially on quiet days and with fresh items such as salad.
- **Food waste versus energy consumption:** Choosing to serve frozen food on demand reduces food waste but increases the use of energy-intensive heating and cooling systems that contribute to the burning of fossil fuels
- **Reusable packaging versus water for washing:** Lifecycle assessments demonstrate that at scale, the washing of cups reduces the environmental impact of their production after around 2 washes for plastic cups and 50+ for ceramics
- **Transport of waste versus transport of reusables:** BCP Council's waste goes to Bristol or London for processing. Initially reusable cups may need to be sent away for washing and returned if sufficient local infrastructure is not available.



C) ENVIROHUB PLAN

The Envirohub is a £2.4m development funded by the Coastal Communities Fund, due for completion in spring 2022. The delivery of this landmark sustainable 'passivhaus' development has inspired BCP Council to invest in a more wide-reaching project to transform seafront operations.



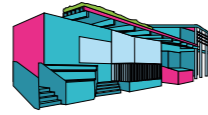
CHALLENGES

- Currently called Durley Environmental Innovation Hub, the Envirohub needs a clear name and brand that works for visitors.
- The location is very exposed and the green roof is open to the elements, so anything that is displayed needs to be durable and hard wearing
- Space is limited for catering, so dishwashing machines and other measures supporting refill and reuse requiring space are not available
- BCP Council suppliers are generally not independent local suppliers that can provide fresh, packaging-free items
- There is a pub next door plus a beach cafe that could supply food and drink if the offerings at the Envirohub are not appealing or require too much effort
- Multi-use space cannot fit in a whole school class, so visiting classes would need to be split. DBS checks and health and safety administration will require resources
- New build may experience delays. Tight for budget in terms of fit-out as all capital committed, so additional spend needs to be released for kit, furniture, display, etc
- Mixed usage with catering, facilities for staff, schools and community groups needs to be carefully managed between high and low season
- Waste management facility adjacent to Envirohub – waste is not being sorted for recycling, and relationship with Environment Agency needs attention



OPPORTUNITIES

- Building embodies sustainable messages and needs a name that reflects this and expresses the vision
- Unesco is interested in providing patronage for the Envirohub for the launch on World Ocean Day, recognising the place of this project within the UN Decade of Ocean Restoration. This would include brand usage, a joint event with Unesco scientist attendance and joint promotional opportunities
- Decor and branding will be inspired by nature
- Ownership of catering function by BCP Council provides control, with the opportunity to use pricing in the catering facility to fund planned activity
- Opportunity to pilot schemes for wider roll-out in other kiosks. Ability to phase systems
- change, inspire confidence and build support for adoption in external venues
- Opportunity to use the Envirohub as the showcase for the region, to tell the story of the entire project
- A high-profile space to engage communities and schools as well as visitors, to build meaningful relationships and deliver value to residents
- Revenue generation and engagement by hiring out the spaces, attracting corporate sponsorship and working with stakeholder groups
- Volunteering and community engagement
- Opportunity to display key figures of Refill stations, refills and users actions (how many items have been avoided by people borrowing cups, etc) in BCP Council to encourage collective action



VISION & MISSION

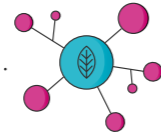
- Create a thriving, revenue-generating and accessible venue that models environmentally positive behaviours and systems
 - Engage visitors and residents alike with meaningful, immersive displays and experiences that animate the low impact destination project
 - To use the Envirohub to drive behaviour
- change, connecting people’s actions to the oceans, and building a sense of environmental guardianship
 - Raise the profile of the positive actions BCP Council is taking to transform seafront operations and address the climate crisis
 - To provide a venue for schools and universities to connect, including Seaside School

ENVIROHUB USAGE

WHO	WHAT	WHY	WHEN
BCP Council operations staff	Changing, mess, shower, staff toilet and cleaning facilities	Improved working conditions and facilities provided by BCP Council	All year round but greater usage in high season
BCP Council projects and services, e.g. Arts By The Sea, Heritage Volunteers, Library Services	Meeting rooms, exhibition and display, venue takeovers, e.g. Arts By The Sea	A new home from home for BCP Council services, a place to connect with residents and visitors and satellite venue for arts and heritage outreach	Seasonal events, all year round
Envirohub staff	Changing, mess, shower, staff toilet and cleaning facilities	New working location, catering function, possible workspace for BCP Council	All year round but greater usage in high season
Volunteers	Education room, seminar room, access to tech, catering, exhibition and display. Waste auditing, visitor engagement, working	Meeting, sharing and learning, working on BCP Council-wide projects, engaging visitors with refill and reuse, staffing Envirohub in low season	All year round, with possibility to increase activity in low season to ensure the venue is used all year
Beach visitors – tourists	Toilets, catering, changing, sheltering and eating in covered area, viewing exhibits	Visiting the beach front either on holiday or day trips to the seaside with family and friends	High season, bank holidays
Beach visitors – residents	Catering, toilets, baby change, bike store	Visiting the beach more regularly for leisure, socialising, sports, family walks	All year round, weather dependent for some



WHO	WHAT	WHY	WHEN
Schools	Multi-use space, seminar room and Seaside School visits reaching out to the beach and exhibits	Seaside School strategy, building a connection between schools, children and the coast to inspire guardianship and environmentally positive behaviour	Term-time visits
Seaside School	The Envirohub is the central location for the standalone Seaside School administration and storage?	Providing Envirohub (physical/digital) for pre-booked sessions for families and students from hard-to-reach disadvantaged communities	Weekends, half term, after school, holiday club
Community groups	Meeting and events space, exhibition and display	Opportunity to connect in a new space with a particular focus on improving the local environment owned by BCP Council	All year round and all day, through e.g. Litter Free Dorset, Yoga, Craftivism
Local businesses	Meeting and events space, exhibition and display	With the growth in working from home over lockdown, teams will be looking to reconnect in aspirational locations. Some may have left office space altogether	All year round, though with some seasonality
Higher education, e.g. universities	Exhibition and display, multi-use space	Use the exhibition opportunities to showcase the work and talent of the student population, enrich the content and messaging and drive students to connect with the Envirohub and Coastline Project	Term-time only, display could last through the holidays for visitors to enjoy, could coincide with end of term exhibitions



SYSTEMS CHANGE

Suggestions have been made in the activity section as to how our systems change will be showcased in the Envirohub. Wherever possible we suggest that the Envirohub is the embodiment of our ambition, and that other BCP Council kiosks and businesses can follow throughout the 3-year term as appropriate.

The challenges we face include the fact that in-house procurement is limited to items bought from just 2 key wholesalers, Bidfood and Hunt's, with drinks suppliers Britvic and Unilever. Space is limited, and the main purchase in kiosks is frozen food, which minimises food waste but requires fridge-freezer storage that is energy-intensive. Packaging, which we are focused on reducing, keeps items fresh and reduces food waste for ambient food, e.g. cakes and biscuits, so we may experience some blockers for climate-friendly menu recommendations.

With the Envirohub we have been given the **opportunity** to reimagine how food and drink are served as low carbon and low on single-use packaging. Our commitment to promoting reuse over single-use will be managed by piloting changes in the choice architecture at

the Envirohub. For example, post-mix drinks are going to be trialled at Kings Park Athletic Station through Britvic, and City to Sea has an existing partnership with Britvic's Aqualibra brand. This type of product provides a solution to selling cold carbonated drinks in PET bottles. (See table opposite)

Further research and scoping are required to identify local catering/cafes that might meet the criteria for low-carbon, fresh, local and seasonal menus. A specialist cafe designer/chef may be required to lay out and maximise on space while balancing this with waste- and carbon-reduction objectives.

In phase 2 we will scope infrastructure potential with partners such as Veolia, Aqualibra, Streetfood Box and CanCan. The management of cleaning, storing and delivery will be a key element to explore for the region to support reusable schemes. Companies managing this in other locations will be approached, such as Beauty Kitchen (Glasgow/Midlands) and Ecolab (Midlands).



BEHAVIOUR CHANGE

A broad range of visitors will spend varying amounts of time at the Envirohub. Whether a regular or a one-off visitor, our aim is that everybody who comes to the venue, or visits the website/social media, will take away a sense of the unique local natural environment, the ways BCP Council is trying to conserve this, and the everyday actions they can take to help. Our tone in

communications will be brave, playful, earth-kind, balanced and creative (City to Sea's brand values).

We will weave the compelling narrative behind the entire project into both the infrastructure and the activities that take place at the Envirohub, driving awareness, increasing accessibility of reuse and refill and inspiring people to change their behaviour.

ITEM	SYSTEM CHANGE	RECOMMENDATION
Bottled water	<ul style="list-style-type: none"> Not for sale 	<ul style="list-style-type: none"> Free water refill available High profile external fountain Chilled and carbonated from the Refill station (free of charge)
Flavoured soft drinks	<ul style="list-style-type: none"> Not for sale, or cans only in year 1 as BCP Council can recycle these 	<ul style="list-style-type: none"> Carbonated soft post-mix drinks for refill Reusable cups for all soft drinks including frozen smoothies/slushies Incentivised recycling systems: reverse vending machines or a similar system linked to the adjacent waste transfer station above the Envirohub, e.g. separate bins for cans in the Envirohub as they are recycled
Hot drinks	<ul style="list-style-type: none"> Returnable cups are the default option 	<ul style="list-style-type: none"> Introduce a reusable borrow scheme for hot drinks cups Introduce a levy for single-use Use pricing to incentivise circular purchasing behaviours and generate funds for the project
Hot food (chips)	<ul style="list-style-type: none"> If sold at all – unlikely due to space Returnable packaging is the default 	<ul style="list-style-type: none"> Introduce reusable returnable food box scheme Charge levy for single-use
Ice-cream	<ul style="list-style-type: none"> Only low packaging, locally sourced items 	<ul style="list-style-type: none"> No packaged ice-creams sold Prioritise New Forest Ice Cream in cones, unless gluten free and offer cups Charge a levy for packaging
Pre-packaged fast food and snacks	<ul style="list-style-type: none"> Avoid all single-use packaging snacks Sell fruit 	<ul style="list-style-type: none"> Where outlets are providing cakes baked in house, store overnight in sealed reusable containers Fruit was a popular request on hot days. To avoid food waste, fruit would need to be captured before it deteriorates and turned into a secondary item, e.g. smoothies A smoothie bike is a good engagement tool for young people, showing where food comes from and how to make their own
Climate-friendly menus	<ul style="list-style-type: none"> If considering cooking food – unlikely due to space – go meat-free 	<ul style="list-style-type: none"> While still ordering from existing suppliers (Bidfood and Hunt's), offer items like falafel and veggie burgers



CORE NARRATIVE FOR THE ENVIROHUB

- Our wonderful coastal environment is under threat due to plastic pollution, climate emergency and habitat loss
- Be empowered – we can make a difference by adopting these practical solutions for BCP communities, businesses, residents and visitors
- Be inspired by our measurable impact

PRIDE IN PLACE AND PEOPLE

This is a ground-breaking project. We'll tell this story through a compelling media launch campaign amplifying the building's sustainability credentials. Connecting the venue's environmental best practice to conserving our oceans will drive relevance nationally. We suggest a launch date of **Wednesday 8th June, which is World Ocean Day**. We would also suggest shouting about the partnership with City to Sea and for further media cut-through, approaching Unesco to build the project into its international Decade on Ecosystem Restoration. **World Refill Day falls on Thursday 16th June** – another media high point – so in the period between these 2 media events we can activate the Envirohub with displays and events that bring the mission to life and catch media attention.

An ongoing theme at the Envirohub will be highlighting the natural environment, the biodiversity along the coastline and the value that it brings – for example carbon capture, habitats and ecosystems. This could be achieved in partnership with Bournemouth University, which has an augmented reality faculty, and the University of Southampton, which specialises in marine biology, utilising the display opportunities at the Envirohub. There are wonderful stories to tell, such as BCP Council's Big Five (seahorses, sandwich terns, slipper limpets, sea bass and cliff grazing goats), but there is also a darker tale to tell of the Bad Five (cigarette ends, plastic bottles, coffee cups, wet wipes, and microplastic fragments).

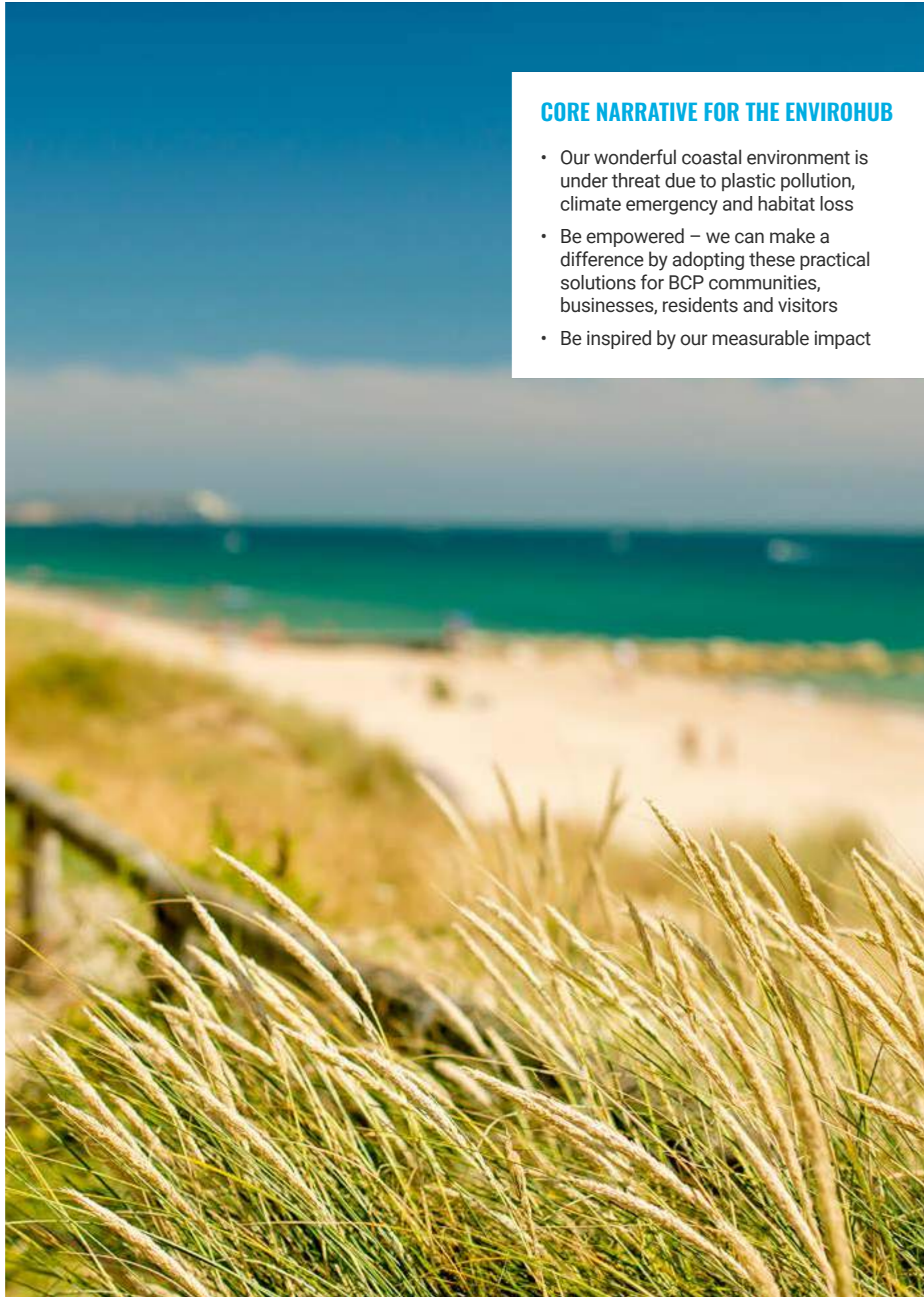
In phase 2 we'll pull together an exhibition and display brief that can be delivered in partnership with universities, arts, heritage and community stakeholders, or independently. There are pros and cons of working with partners – while engagement with communities is a priority, we also have a hard deadline for the launch. We suggest therefore maintaining control over the exhibition in the first instance and then opening out to stakeholder groups once the launch has taken place. Controlling timings and costs will mitigate the risk of project creep of a community or public art project. Working with universities also requires considerable lead time to set up, which would be more appropriate for the launch in year 2.

A high point at the end of our first summer season will be showcasing the Arts By The Sea festival using the Envirohub. Working with BCP Council arts and heritage stakeholders will unlock creative potential for the Envirohub – for example changes to the promenade structure to develop plinths could enable a Sculpture by the Sea project that the Envirohub should feature in. A calendar of BCP Council events, national and international 'days' and festivals will be used to guide programming.

Through this project we'd like to tell the human story of waste management and conservation on the BCP seafront. This could take the form of a reportage, people-focused project about our seafront heroes, e.g. waste management team members, litter pickers, wildlife conservationists and divers. Heroes could also be invited to present to school groups and at the launch event.

We want the Envirohub to represent the diversity of the local area, and to be accessible to as wide an audience as possible. One of the main ways to achieve this is by engaging with a broad range of local community stakeholder groups, clubs and societies. We will also work across BCP's heritage and sustainability locations to offer a range of volunteering opportunities. We want to deliver a vibrant, buzzing space where people feel welcome, comfortable and proud to recommend it to their networks, family and friends. The key benefits to community visitors will be the use of the Envirohub as a meeting place that provides refreshments and accessible toilet facilities, using the meeting room and classroom for talks, events, learning and leisure activities.

Our education outreach programme Seaside School will make the Envirohub its home, driving footfall and sales to families. Simple table-top play activities always prove popular for young children and these will be located in the central area under the green roof to encourage families to stay longer.



INFRASTRUCTURE REQUIREMENTS

Water	Accessible drinking water fountains, ideally with enhanced offer, e.g. chilled with Refill messaging. These could be fitted with counters that can feed into our impact reporting
Bins	Waste bins with behaviour change messaging, e.g. recycling for cans and deposit receptacles for borrowed packaging
Signage	Directional, behaviour and systems change, campaigns, e.g. Refill, Bog Standard's 'paper, poo and pee' message
Safety	First aid, fire extinguishers

PHYSICAL EQUIPMENT

Furniture	Furniture made from recycled plastic or repurposed materials, outdoor and indoor
Play	Table-top games activities, e.g. mining for plastic in sand or water play for toddlers and young children, ideally made from recycled or repurposed materials, located in the central zone under the green roof
Education	<p>Seaside School and school visit equipment</p> <ul style="list-style-type: none"> Classroom equipment, e.g. magnifying jars, plankton sieves, trommel (owned by BCP), aquarium nets, beach trolley, stationery, clip boards, hi-vis, waterproof kit, artificial rock pools IT equipment, e.g. iPads, interactive whiteboard, phones for staff Education room furniture – stackable desks and chairs, lockers and hooks Vehicle
Exhibition & display	<ul style="list-style-type: none"> Hardwearing display zones x 3, e.g. concrete plinths, refitted beach huts or gabion wall housed art Frames for photography on the walls around the Envirohub to further amplify the narrative Rolling power point presentation on screens in the reception/central covered area to show impact of campaigns, communities using the Envirohub, Seaside School artworks, etc
Marketing	<ul style="list-style-type: none"> Photo backdrop to generate social posts, e.g. living wall, flower wall, interactive background or mural to drive user-generated content Aspirational/Instagrammable Refill fountain, trackable impact, sharable content, e.g. I'm the 1,000th refill!



TECHNOLOGY

Visual	<ul style="list-style-type: none"> 1 x screen in hardwearing/weatherproof case in covered area 1 x large pulldown projection or interactive teaching screen in education room 1 x presentation screen in seminar room
Audio	<p>Venue PA for security announcements and alarms</p> <p>PA to accompany screen and hardware in education room</p>
Studio	PC/Mac for presenting media
Sales	Till and EPOS system

DIGITAL

Wi-Fi	High-spec Wi-Fi connectivity
Website	Venue website (perhaps linked to BCP Council) with booking system for rooms and Seaside School, calendar of events, ecommerce for barbeque bookings, and selling tickets to special events such as climate change talks in the education space





MARKETING & COMMUNICATIONS

Marketing and communications channels will be used to raise awareness about the Envirohub, Seaside School and events programme.

The Envirohub will serve as an effective marketing channel, raising awareness of the problem of litter/waste and of the solutions in the BCP area, signposting people to the system changes and new infrastructure to drive behaviour change. The messaging in and around the Envirohub will be consolidated with the messaging disseminated via channels, both digital and around the BCP area.

The launch of the Envirohub on World Ocean Day will be supported by a dedicated marketing and communications campaign with PR support. The launch will feature the Department for Levelling Up, Housing and Communities – the government department that has funded the Envirohub as part of the Coastal Communities Fund.

Marketing and communications activity

- Dedicated website with Seaside School and rooms booking function plus tickets
- Dedicated social media channels
- Promotion of Seaside School via all available BCP Council channels – social media, newsletters, email databases
- Promotion of events programme and exhibitions

- Drive user-generated content through Instagrammable design aspects of Envirohub, e.g. fountain and living/flower/mural wall
- Digital and out-of-home advertising campaign targeting specific audiences
- Regional PR campaign
- World Refill Day events and press campaign
- Interactive Seahorse Trail along the seafront

Dedicated marketing and communications campaign around the Envirohub launch

- Regional and national media campaign
- Launch event on World Ocean Day
- Giant sand art installation – sea creatures and Refill logo with QR code activation
- Seahorse fountain photo opportunity with key guests and media
- Exhibitions across beach hut rooms
- Schedule of events in the education room including film screenings, discussion panel of experts in partnership with City to Sea and Unesco Decade of Ecosystem Restoration, Q&A with local school children and stakeholders invited
- Programme of events scheduled for week between launch and World Refill Day
- Influencer activity

OPERATIONS & STAFFING

The opening times for the Envirohub have yet to be agreed. There will be seasonal variances in footfall that will need to be accounted for. Staff will be required to undertake the following tasks:

- Envirohub site management responsible for operational processes and procedures, health and safety, appropriate staffing level, room bookings, liaison with Waste Transfer station, and usage of the employee-only facilities on the ground floor and reporting to the seafront operations team
- Education coordinator, located at the Envirohub, BCP Council offices or City to Sea, will be responsible for leading schools outreach and school visit bookings, room bookings, hosting schools, management of logistics and overseeing Seaside School teachers, managing Seaside School booking process and website pages, delivering and reporting on education plan
- Arts development, volunteer and communities co-ordination could be delivered by specialist BCP Council staff working across multiple venues and council functions, for example heritage, libraries and arts
- Kiosk staff/venue cleaning – from seafront operation team. Specialist training consultation required for positive sell-in of waste reduction best practice

COMMERCIAL CONSIDERATIONS

Our vision is for the venue to embody sustainability, through its financial as well as operational model, and that the investments made by BCP Council and central government will pay off and evolve into a self-funded operation.

In our budgeting for phase 2 of this project, we have made allocations for exhibition and display, website, vending, technology, furniture, fountains and infrastructure. These are for budgeting purposes only and may change on confirmation of the scope and the scale of ambition. There will be ongoing operational costs to keep the Envirohub open in all seasons and additional marketing and communications investments to generate media coverage of the venue and build awareness.

Revenue will be generated through a variety of channels

- Envirohub's kiosk, with income invested back into the project. In addition to product sales, we suggest throughout this plan introducing levies for people choosing single-use packaging over a

reusable option. This may be a difficult transition at first so all our communications will share the benefits with consumers. A further positive story can also be generated by donating a proportion of this levy direct to City to Sea to support campaigning work nationally to prevent plastic pollution at source. This will resonate particularly well with visitors from further afield as City to Sea is an international organisation.

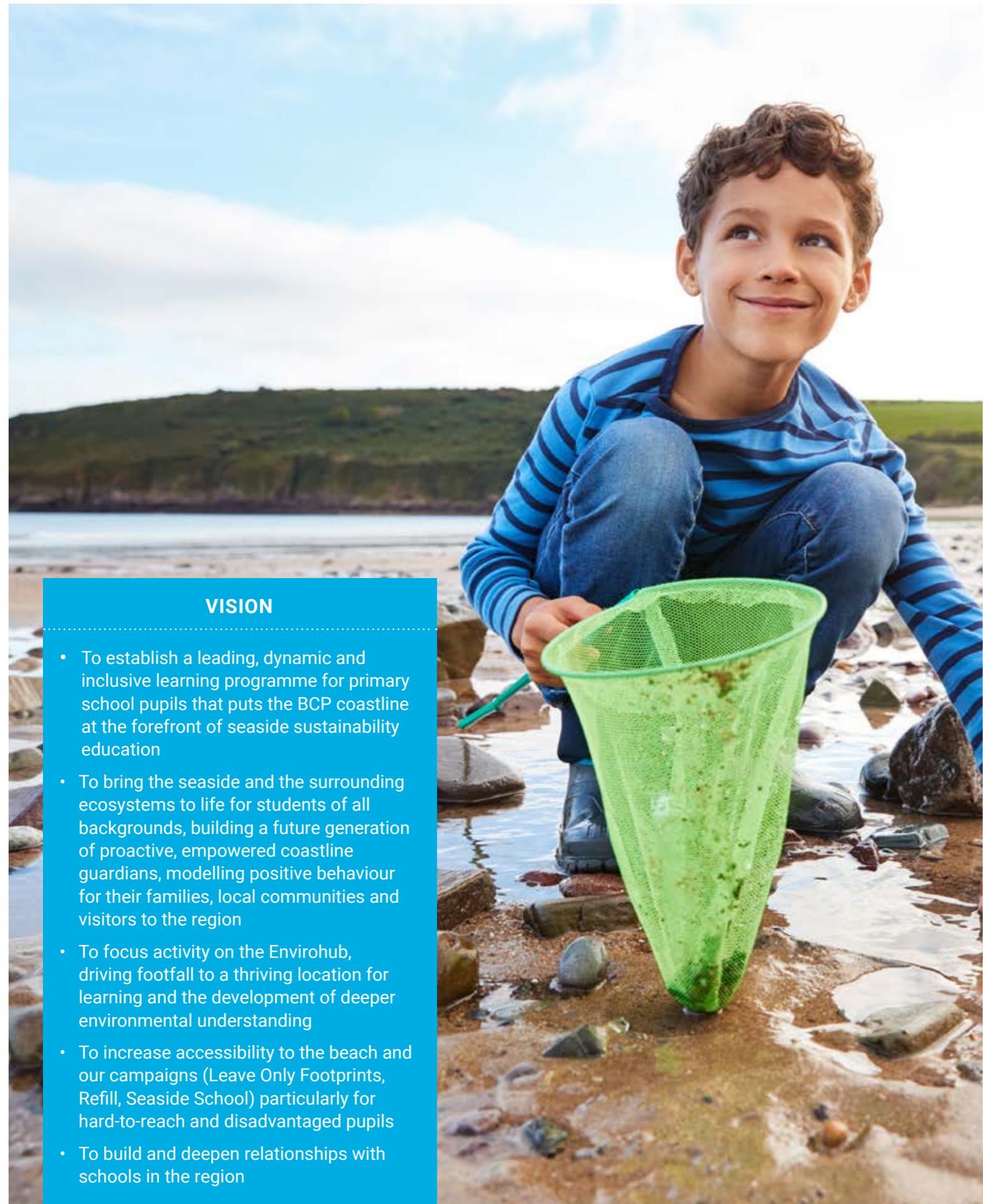
- The Envirohub is at an iconic location and offers high quality spaces for hire. Bookings revenue generated by community and corporate hires will add a further revenue stream.
- Match funding has already been sought via the National Lottery Heritage Fund's Digital Volunteering Fund to support running costs and technology for the Envirohub. New opportunities will be explored in phase 2, with BCP Council departments such as Arts, Libraries and Climate Change and available grants such as the National Lottery Climate Action Fund.
- Local corporates are already expressing an interest in supporting BCP Council's work. The Envirohub provides great opportunities for sponsorship and partnerships.

SHOPPING LIST FOR CORPORATE SPONSORS

- **Fountain/sculpture** by Bournemouth Pier to raise awareness of Refill £5,000-£40,000
- **Tech, AV, sound, screen** fit out for the Envirohub £15,000-£25,000
- **Furniture for the Envirohub** £40,000 (ideally made of recycled plastics)
- **Electric vehicle and charging** for Seaside School £20,000-£35,000
- **Seaside School equipment** £20,000
- **Seahorse Trail** for water points along the beach £50,000
- **Portable ashtrays** for trial £5,000

MEASURES OF SUCCESS

- Footfall
- Sales (Envirohub Kiosk)
- Revenue from levies
- Uptake of reusables
- Revenue from room bookings and Seaside School
- Income from partnerships
- Digital engagement metrics



VISION

- To establish a leading, dynamic and inclusive learning programme for primary school pupils that puts the BCP coastline at the forefront of seaside sustainability education
- To bring the seaside and the surrounding ecosystems to life for students of all backgrounds, building a future generation of proactive, empowered coastline guardians, modelling positive behaviour for their families, local communities and visitors to the region
- To focus activity on the Envirohub, driving footfall to a thriving location for learning and the development of deeper environmental understanding
- To increase accessibility to the beach and our campaigns (Leave Only Footprints, Refill, Seaside School) particularly for hard-to-reach and disadvantaged pupils
- To build and deepen relationships with schools in the region

D) BOURNEMOUTH, CHRISTCHURCH AND POOLE SEASIDE SCHOOL

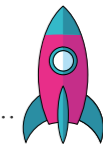
Having consulted with BCP stakeholders and local schools and universities, this education programme has been designed to complement

and amplify our overall plan, taking the message and benefits to the next generation of beach-goers.



CHALLENGES

According to a Keep Britain Tidy survey in 2018, nearly one fifth of children (18%) have never set foot on a beach, (24) and research detailed in The Guardian highlighted that 75% of UK children now spend less time outdoors than prison inmates. (25) Local teachers in the BCP region have reported that while they are within relatively close proximity to miles of stunning coastline, many of their pupils don't go to the beach and school trips are difficult due to a lack of resources and transportation. There is a varied demographic across the BCP coastal area, from poorer communities in Boscombe to more affluent and engaged neighbourhoods such as Sandbanks. BCP Council has undergone significant change and restructure in recent years, which has impacted the ability to maintain a schools outreach programme to accompany the Leave Only Footprints campaign.



OPPORTUNITIES

BCP Council has existing relationships with schools and is a trusted stakeholder, so this activity builds on existing relationships, which will help to open doors. City to Sea has a trusted partner in Sustainable Hive, specialising in delivering education programmes with a proven track record on Rethink Periods, Refill and Rethink Water. This project provides the opportunity to build on Sustainable Hive's award-winning work and add inspiring content and formats that connect children to the natural environment in a specific location.

Unesco is interested in partnering on Seaside School to ensure our resources can reach an international audience as an example of best practice and to enable the connections with Unesco sites along the south coast, such as the Isle of Wight and Jurassic Coast.

The growth in digital resources to support remote learning and new technology being used in schools allows us to increase the reach of our work in the region and beyond. All the activities suggested in this plan, including behaviour change and systems change, will be promoted in the schools content to drive adoption of sustainable behaviours in children and their families.



HOW WILL THE EDUCATION PROGRAMME BE DELIVERED?

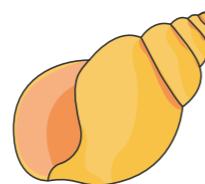
Our education programme will be inspired by the principles of Forest School, a child-centred inspirational learning method offering opportunities for holistic growth by promoting play, exploration and supported risk taking.

The aim is to develop confidence and self-esteem through learner-inspired, hands-on experiences in a natural seaside setting. Our research shows that a connection to the natural world inspires environmentally positive behaviours such as disposing of litter responsibly. Our overarching working title is Seaside School, a creative, playful and accessible programme designed to inspire a love of nature and connection to the local environment. The programme will be delivered in a number of formats – we will avoid stressing the ‘rules’ and what is ‘bad’ and focus on positive action.

A variety of resources will be developed, including assemblies, related lesson plans, educational visits to the BCP Seaside School at the Envirohub and immersive resources, including online games and events at the Envirohub. We will address the coastline disconnect that has become commonplace, particularly with physical separation from the seaside.

Teachers in the BCP area have given detailed feedback supporting our experience. As a key stakeholder, Sarah Rempel, Director of Education at BCP Council, has agreed our suggested approach and we are excited to collaborate further.

The feedback we have collated demonstrates that if school resources are to be provided, they need to be across core subjects and tightly focused on the national curriculum objectives, to maximise impact and uptake. There is little room in the school schedule for lessons that don’t match with core national curriculum objectives. Teachers have a mammoth task weaving together cohesive topic work that includes learning across multiple subjects, so Seaside School will provide them with a complete set of topic resources that helps them to achieve core learning targets.



OUR VISION IS THAT SEASIDE SCHOOL OPERATES SIMILARLY TO THE WELL-ESTABLISHED FOREST SCHOOL

The best way to help teachers connect pupils with the coastline is by providing punchy assemblies, expert-developed lesson plans that cover the topic across a range of core subjects, support for independent activities and complementing this with hands-on learning experiences at the Envirohub’s Seaside School. The subjects covered will include English, mathematics, geography, science, PSHE and art.

LEARNING AT THE SEASIDE

At its core, Seaside School is a standalone offer that can be delivered independently of schools. This mitigates the risk that our investment is not realised because it is reliant on the already overstretched school system. We also want to engage school classes visiting the Envirohub with Seaside School, so this is included in the plan.

The model we will build will be delivered by an education coordinator and a pool of qualified Seaside School teachers who can deliver sessions at agreed locations along the coast, including at Durley Chine.

Our vision is that Seaside School operates similarly to the well-established Forest School, with parents booking through the Envirohub website for half term, weekends, after school or holiday sessions for a fee. We would then also work with community groups, schools and stakeholders to target the Seaside School activities to children who are from marginalised, excluded or hard-to-reach groups that do not have access to the seaside or nature.

BCP Council would be called on to fund places for an agreed number of students per year from these groups. It is our ambition that Seaside School be a cost-neutral business once fully established, but the council may need to continue to invest in free activity for schools of pupils from disadvantaged groups on a yearly basis depending on ambition and reach.

SET UP OF SEASIDE SCHOOL

An exciting benefit is the generation of jobs for local educators and opportunities for further training and development. The education coordinator will manage and deliver the Seaside School programme, working with a pool of teachers who can deliver sessions on a part-time basis.

Set-up activities include

- Creation of training sessions – webinars, lesson plans, training on using equipment
- Creation of Seaside School risk assessment for schools
- Each training session includes pre-training (online version)
- Online training sessions. Covers site visits, image and data recording, prep of teaching materials and registration of 15 teachers per training session
- On-site training for teachers for half a day. Cost includes prep, equipment and leading

Seaside School resources

Seaside School sessions will have flexible plans so they can be led by children’s interests and include exploratory experiences. We have budgeted for the set-up costs of Seaside School. Ongoing management costs would include staffing, school transport and equipment maintenance. Research into testing the business case, including pricing, profit & loss and running costs need to be considered in phase 2.

5 Seaside School sessions can be run in a half term on consecutive days, or over 5 weekly sessions of around 2-3 hours, involving some focused learning and outdoor exploration, possibly using electric barbeques to make fun food. We will follow the same ethos as Forest School with regard to providing and sharing food.

- **Session 1** – Features of the local coast (possibly artificial rockpools and trommels)
- **Session 2** – Natural rhythms and safety at the beach
- **Session 3** – How the 5 Rs can help the ocean
- **Session 4** – Mindfulness – for the love of nature
- **Session 5** – Championing coastal stewardship

A session for classes visiting as a one-off school trip will be designed, including a summary of all points covered in the extended 5 sessions.



These sessions could be hosted by a teacher from our pool of Seaside School teachers or the education coordinator.

Outreach to schools

The education coordinator will also lead our school outreach programme.

- **Assemblies:** Feedback showed that if providing either unsupported one-off lesson plans or assemblies, teachers overwhelmingly preferred assemblies, as they are an effective way to disseminate information, challenges and competitions to a large number of pupils. Content will be designed to hook schools in and get them fired up about the ocean and their coastline, inspire coastline stewardship and offer enrichment and follow-up activities.
- **Lesson plans:** When providing lesson plans to be used independently in schools, these need to be created with expert input and would be relevant to the BCP local coastline. Plans will provide full curriculum links and supporting resources needed for teachers to deliver the lessons effectively. Five lesson plans will be delivered in total, both lower and upper Key Stage 2, as the two groups have distinct learning objectives, particularly within core subjects. It would be ideal to produce tailored lesson plans across geography, maths, English and art, and provide follow-up challenges such as passports and awards.





BCP COASTLINE VIDEO

Ideally, we would like schools to undertake all the activities, coming to the Envirohub and using our resources in schools, and for children to also attend Seaside School independently. To drive engagement and animate the education offer, we suggest making a bespoke film, with the BCP coastline and local children in the leading role, with a real wow factor that hooks in teachers, parents and pupils and inspires passion to champion coastline stewardship.

POTENTIAL LOCAL PROJECT PARTNERS

- Bournemouth University's marine biology department, which is already very keen to get involved, as subject experts and possible collaboration on both resource development and 'talk to the local experts' sessions in schools and at the Envirohub
- Local libraries and museums will be approached as part of the next project phase

- Link in with local Refill schemes – data collection from clean-ups could feed into a wider citizen science platform

DEVELOPMENT OPPORTUNITIES

- BCP pupil coastline guardian council to liaise between schools and the council, take part in events as coastline guardian role models and ambassadors for the area
- Gold, silver or bronze school award system – could count towards school applications for the Eco Schools Green Flag award
- Resources for children with special educational needs and disabilities
- City to Sea Rethink Periods training to be delivered to school teachers

Seaside School equipment list suggested in the Envirohub section on page 62.

EVALUATION

Impact/success will be measured with qualitative and quantitative data surveys and other methods. These will include:

- Before and after comparison – awareness of local biodiversity, feedback from pupils and teachers
- Behaviour change pledges – number of pledges made, qualitative data feedback from pledges. Google live forms can be used to capture behaviour change statistics
- Review from teachers

- Feedback from passports/pledges
- Schools gaining gold award status
- Number of schools engaged (particularly schools with high numbers of students receiving the pupil premium)
- Number of Seaside School bookings and income
- Number of free Seaside School places funded by BCP Council



E) MARKETING & COMMUNICATIONS PLAN

City to Sea has reviewed the existing campaigns and channels, looking at effectiveness and identifying where to build on the work already undertaken and integrate City to Sea campaigns and messaging.

Based on the review, audit and experience with marketing and promoting successful behaviour change campaigns, this section presents recommendations for how to leverage BCP Council channels to tackle the problem of litter and where to invest in additional marketing. In phase 2 a marketing strategy will be finalised in collaboration with BCP Council, defining the message hierarchy and agreeing the role of existing BCP Council campaigns such as Leave Only Footprints.

This outline suggests marketing and promotional activity split into 3 tiers according to budget and resources. The strategy is designed to reach audiences with content, campaigns and messaging that changes behaviour by creating new social norms.

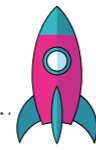
Wherever relevant, we should celebrate the ground-breaking new partnership between BCP Council and City to Sea, as well as with other significant partners such as Unesco.





CHALLENGES

- BCP Council marketing and communications team has limited budget and resources
- There is no national waste strategy to influence a BCP Council strategy
- Limitations due to being a political organisation resulting in campaigns being run from separate channels
- Coordinating multiple agencies
- Social media channels with the biggest following are run by the corporate communications and tourism teams. The project will have limited access and communications coverage cannot be guaranteed
- Just Leave Only Footprints channels are owned and have a small following
- Existing campaigns such as Leave Only Footprints and Sort **it Out are run separately across different channels. This requires growing a following from scratch rather than using existing channels with large audiences
- Effectiveness of current messaging is not measured
- Given the wide range of beach users from different demographics, there are limitations on how targeted our messaging can be. Behaviour change messaging therefore needs to have wide, general appeal rather than targeting specific groups
- Need to consider tourist mindset and attracting visitors who will spend, and not put people off – balance the messaging
- Competing priorities for messaging (operational and corporate) and limited space



OPPORTUNITIES

- BCP Council has access to a huge network of free or low-cost marketing and communications channels that can be used to promote the content and campaign, including a large combined reach through existing social media channels
- Lots of out-of-home and signage opportunities in different locations across the towns and seafront
- Embed award-winning Refill campaign into infrastructure and marketing, get local businesses signed up as Refill stations, promote the app throughout the BCP area and examine opportunities to include Refill information on BCP beach check app
- Embed and promote existing coffee, Cut the Cutlery and Takeaway Packaging Guidance
- Low-cost social media campaign opportunities
- Use of the Envirohub and other locations, e.g. kiosks to promote campaigns and raise awareness
- Engage local communities in infrastructure changes, e.g. work with local artists to create eye-catching murals and bin designs, engage local school children with a 'drain art' competition, work with university students on exhibitions and activity for Envirohub
- Embed style and design at the heart of new infrastructure so that Envirohub, smoking areas and barbeque zones, etc are stylish and 'Instagrammable', encouraging people to share user-generated content



RISKS

- If insufficient investment is made in marketing and communicating the messaging around new systems change, we risk visitors leaving negative reviews as a result of not being aware
- Without access to wider BCP Council channels with larger following, messaging may not reach the desired audience



OUR VISION – MAXIMISING MARKETING AND COMMUNICATIONS CHANNELS TO CHANGE BEHAVIOUR

- BCP Council marketing and communications activity will be designed to maximise existing channels and ensure the investment achieves behaviour change about litter and waste, focusing on residents who are there all year round
- The marketing strategy will be led by the behaviour change research insights and qualitative research findings we have gathered, as well as our experience in effectively changing people's behaviour around plastic and waste through City to Sea campaigns

HOW WE WILL ACHIEVE THE VISION

- The marketing activity will promote systems change, targeting the relevant audiences to drive behaviour change
- All messaging will be designed based on our audience insight and research to change behaviour

Some of the cognitive biases and behaviour change principles we will work to overcome

- **Value-action gap:** People express concern about the environment but don't change behaviours. The rational mind has a perception of our behaviours that doesn't take into consideration how humans behave in the moment
- **In-attentional blindness/information deficit:** People won't see signs as they are not relevant to them in that moment, e.g. in car parks people will be unpacking the car
- **Conformity bias:** People follow the rules of capitalism so feel uncomfortable asking for something free without buying something
- **Habits:** Most of human behaviour is habitual and not conscious, so to integrate a new habit takes at least 21 days
- **Social norms:** People do what others do
- **Status quo bias:** People fear change and uncertainty and would prefer doing something that is familiar rather than trying something new
- **Cognitive dissonance:** People don't want to hear their behaviours are bad, as it suggests they are a bad person. Compostable cups make feel people feel better about using single-use items

Based on **Climate Outreach's research into the 7 segments of the British population**, we would develop the marketing strategy and messaging to target the relevant segments. Across all elements of the campaign, from signage to social media content, there should be consistency of style, branding and tone of voice. To achieve this we need to develop guidelines, a messaging framework and a tone of voice guide.

MESSAGE HIERARCHY (INTERNAL ONLY – THIS WILL INFORM THE BRIEF TO A COPYWRITER)

What do we want people to do?

1. Refill Refill Refill
2. Choose to reuse!
3. It's easy, here's how (highlight system change/ infrastructure)
4. Can't refill or reuse? Put it in the bin or take home with you!

Why should they do it?

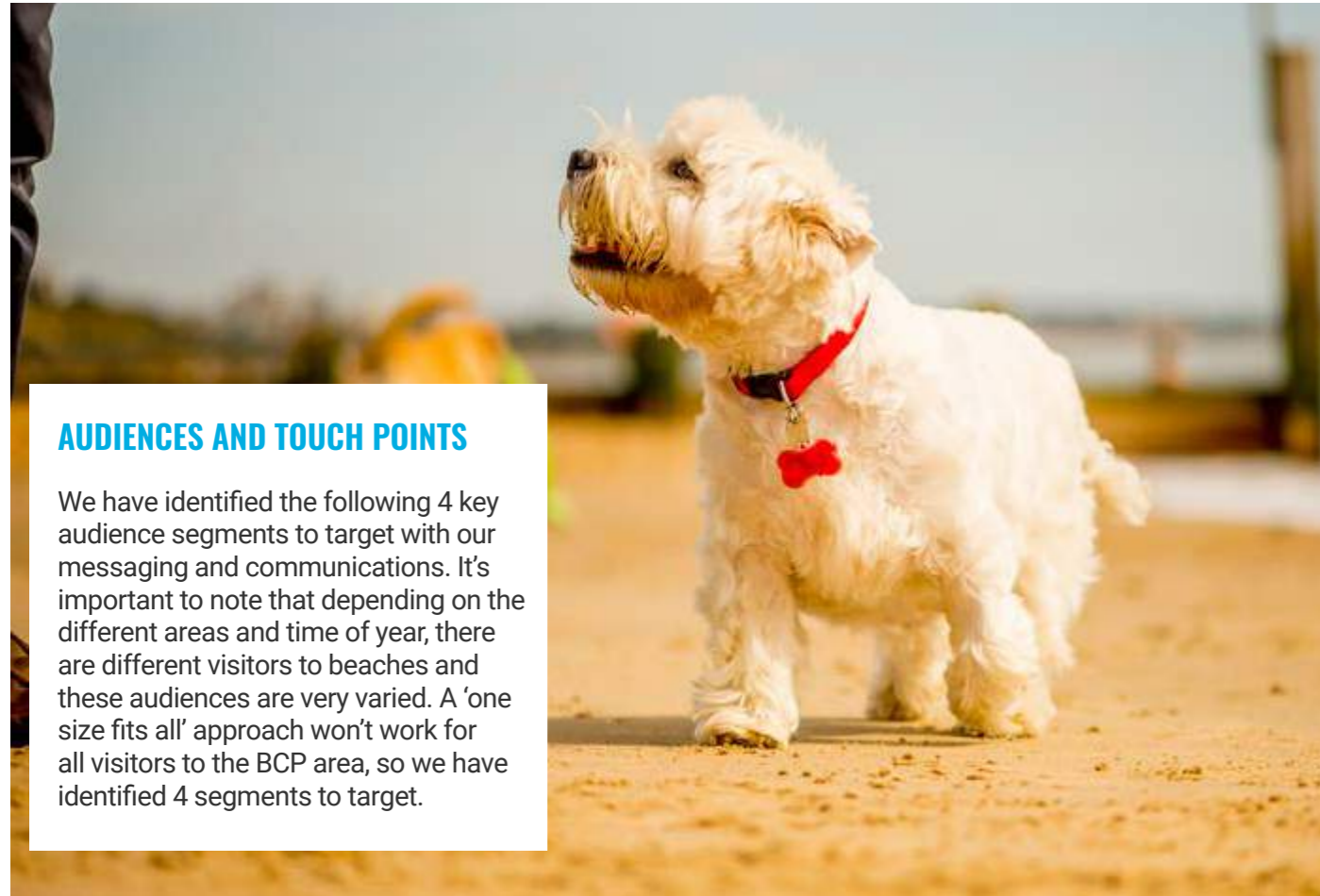
- BCP is a very special place with incredible wildlife and natural beauty – we're lucky to have access to it, and as locals we can feel proud to call it home and we can all do our bit to help protect it

What difference will it make?

- Changing our behaviour around reuse and refiling will not only keep the BCP area clean and free from litter and plastic pollution, but will significantly reduce waste and emissions and have a positive impact on local biodiversity and wildlife
- Preserve the area for future generations

N.B. This is not the actual messaging that will be used but the simple hierarchy we'll use for the brief that will inform the messaging we then test.





AUDIENCES AND TOUCH POINTS

We have identified the following 4 key audience segments to target with our messaging and communications. It's important to note that depending on the different areas and time of year, there are different visitors to beaches and these audiences are very varied. A 'one size fits all' approach won't work for all visitors to the BCP area, so we have identified 4 segments to target.

1 RESIDENTS

Regular users of the beach all year around, they know the area well and feel a sense of pride. Their use of single-use packaging will be cumulative, and we know that litter is a highly emotive issue for them, so we feel that there is more chance to engage with this group as they will be exposed to cues and messaging prompting them to remember to bring their reusables. We can also trial infrastructure changes such as deposit return schemes.

We suggest focusing on the segment of residents who are already on their journey to reduce waste, care about the environment and need the tools to do it.

Local attitudes (from our visitor insight research)

- Litter is a highly emotive issue – a lot of anger
- Leave Only Footprints seen as a slogan not a campaign – perceived as too soft and not hard-hitting enough
- Plastic, dog poo and cigarette butts are key concerns
- Open to positive engagement as well as enforcement to combat – stick and carrot

- Litter infrastructure seen as needing improvements to be considered in stages
- Most think of themselves as environmentally friendly
- Visitors and young people seen as biggest causes of litter
- Diverse areas of beach need different approaches
- Want to understand why people are littering and the psychology behind it

Key touch points for residents and tenants

- BCP Council social media – may check for updates before leaving for the beach
- Car park signs and tickets – may still drive to beaches from the local area
- Signs along promenades – walking along promenade
- Bins/dog poo bins – dog walkers
- Water fountains – may refill water bottles or dog bowls
- Kiosks – may buy a coffee in the morning



2 VISITING FAMILIES

This is the biggest visitor demographic and there are clear touchpoints in their journeys and lots of opportunities to reach this group with our messaging.

1. Avon Beach & Friars Cliff (56% of visitors were groups with children)
2. Mudeford Quay (56% of visitors were groups with children)
3. Highcliffe (41% of visitors were groups with children)
4. Sandbanks (40% of visitors were groups with children)
5. Bournemouth Central (41% of visitors were groups with children)

This group are more likely to be sat in the areas outside of the piers such as Durley Chine and Alum Chine in Bournemouth and other areas outside of Bournemouth.

The Envirohub is an obvious new attraction for families and groups with children, so this will be an area where we will concentrate our activity and messaging to target this group.

Key touch points for families

- Trip Advisor – reviews
- Local tourism websites – may check for info before leaving, so messaging is important
- Car park – signs and tickets
- Beach front and journey from car park to beach – signs
- Kiosks – may go to buy ice-creams, drinks or chips, so signs in and around
- Bins and recycling – signs
- Public toilets – signs on backs of doors and outside
- The Envirohub





3 STUDENTS AND YOUNG PEOPLE

This group regularly use the beach during low season and leave during summer, so there is an opportunity to effectively target them with repeated messaging. This group are also likely to participate in specific behaviours that lead to littering such as smoking and drinking alcohol on the beaches at night.

Key touch points for students and young people

- Social media – may check local BCP Council channels for news and updates
- University campus buildings and halls of residence – signage opportunities
- University communications (possibly charged) – opportunity to use university channels, social media, newsletters, websites, etc
- Journey from campus to beach front – signs, billboards
- Outlets selling alcohol – signage
- Cigarette bins – fun, engaging, e.g. Hubbub bins
- Bins and recycling – clear signage and engaging messaging, glow-in-dark bins
- Public toilets – signs on backs of doors

Opportunities

- Regular beach users so can target with repeated messaging
- Clear audience in terms of age – 18-30 years old – so we can develop clear messaging and a targeted campaign to drive behaviour change relating to smoking and cigarette butt litter
- We know that when it comes to targeting teenagers, a strong driver is social influence, with them wanting to fit in with peers, so we can develop messaging based on these insights
- There is an environmental studies course at Bournemouth University, so there would be a cohort that could be used to model behaviour and influence social norms
- Working on a reusable cup in partnership with the university would also help to ground these behaviours
- More research can be done on this demographic in October



4 VISITORS

Day and weekend beach visitors are often impulse driven and correlate closely with hot weather, particularly when predicted 2-3 days in advance. Peak visitor numbers are between April and the end of October half term, with the greatest concentration in July to August and at weekends.

This is too broad a group to target successfully without significant investment in advertising, with no opportunity to use repeated messaging. They are also less likely to have a sense of pride around the local area. However, they need to be aware of new systems change and infrastructure as there is a risk they may be disgruntled and complain, leave bad reviews and negative feedback if unable to do what they expect on their visit.

How they visit (from BCP visitor insight research)

- Very little planning – 1 in 2 (48%) made the decision to come 'on the day' and a further 27% the day before
- Three quarters arrive by car (74%) and 19% by foot. Few use sustainable forms of transport
- Overnight visitors (1 in 2 people) are mostly staying in hotels (25%), with friends/relatives (21%), in B&Bs (13%) or in caravans/chalets (12%) – opportunity to engage accommodation providers

- Information was most popularly sought from Trip Advisor (59%) with bournemouth.co.uk, Instagram and official tourism website next (each used by 23%)

Why they come (from BCP visitor insight research)

- Visitors are mainly coming for beach activity (84%), to eat and drink (39%) and for promenade activities (36%)
- The importance of different factors in visiting are: a clean and sandy beach (72% very important), easy to get to (59%), safety/lifeguards (54%), uninterrupted sea views (52%), and quality seafront bars/cafes (39%)
- Cleanliness of the beach is the most important factor for visitors (81% very important). It also receives the highest levels of satisfaction, with 50% very satisfied and 48% quite satisfied

Key touch points for visitors

- Trip Advisor – reviews
- Local tourism websites and social media
- Car parks – signage and tickets
- Promenade – signage
- Kiosks – signage
- Public toilets – signs on backs of doors



MAXIMISING MARKETING TO CHANGE BEHAVIOUR AND TACKLE WASTE

Essential outputs

- Messaging framework to support all activity in full plan (positive and consistent)
- Consolidated channel plan (avoiding creating new channels for campaign)
- Utilise the existing marketing channels to reach people
- Must invest resources in marketing to avoid risk of visitors not being made aware of systems change

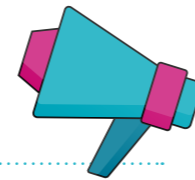
Suggestions for utilising existing channels

- Targeted promoted posts on Instagram and Facebook
- Banners on tourism websites

- Adverts on back of receipts (while still using) in BCP Council-owned kiosks
- Newsletters to businesses to engage with Refill and deposit return scheme
- Integrate the Refill campaign content and messaging
- Signage on bins, outside kiosks, outside local businesses
- T-shirts on seafront rangers
- QR codes on signs, adverts and bins to download via the Refill app and/or BCP Beach check app and find out more about campaigns and offers
- Interactive Seahorse Trail around BCP, prompting user-generated content

MARKETING CHANNEL OPPORTUNITIES

CHANNEL	DETAILS
BCP Council-owned digital channels	<ul style="list-style-type: none"> • Leave Only Footprints – Facebook, Instagram, Twitter • Sort **it Out – Instagram, Twitter • Love Bournemouth – Facebook, Instagram, Twitter, YouTube • Love Poole – Facebook, Instagram, Twitter • Love Christchurch – Facebook, Instagram, Twitter • Bournemouth Beach – Facebook • Poole Beaches – Facebook • BCP Council – Facebook, Instagram, Twitter, YouTube, LinkedIn • BCPcouncil.gov.uk: Beach guidelines and Beach Check App • Poole tourism.com: Know before you go • Bournemouth.co.uk: Leave Only Footprints
PR/media	<ul style="list-style-type: none"> • PR national and regional media campaigns • Influencer partnerships • PR stunts, events and experiential opportunities
The Envirohub	<ul style="list-style-type: none"> • Engage local communities • Use exhibitions to raise awareness • Promote Refill campaign • Events programme and launch to generate PR • Create an Instagrammable design element to drive user-generated content • External spaces and signage



CHANNEL	DETAILS
Signage/out-of-home advertising	<p>Engaging, clear, visible and on brand signage at locations:</p> <ul style="list-style-type: none"> • Fountains and drinking water taps • RNLI lifeguard towers • Lamp post banners • Digital advertising displays across town centre • TV screens in Bournemouth tourist information centre, signage and window vinyls • Rock Reef signage and LED screen in the Lower Gardens • Bus side panels • Signage at car parks and key entry points • Pier banners • Banners and posters along the seafront, key parks, open spaces • Banners at key hot spot roundabouts • Signage outside and on kiosks • Local business signage • Seafront rangers (T-shirts) • Bin design and signage • Drains
Refill	<ul style="list-style-type: none"> • Use and promote existing campaign messaging throughout the BCP area and through digital channels • Targeted communications to local businesses to get signed up as Refill stations • Promote the app through signage throughout BCP and at Envirohub • Branded fountains and water tap signage • Events • Use to engage local environmental groups • Raise awareness of campaign via educational programmes, exhibitions and events at the Envirohub
Advertising	<ul style="list-style-type: none"> • Out of home • Paid Google ads • Paid targeted social media ads • Media partnerships • Digital advertising – media/affiliates • Paid influencer activity
Local environmental groups and community opportunities	<ul style="list-style-type: none"> • Litter Free Dorset, Birds of Poole Harbour, RNLI • Refill schemes • Murals and bin design/trash can art with local artists • Competition with local schools for drain art • Work with university on VR projects, e.g. Seagrass Safari to see local seahorses with VR headsets





MESSAGING AND CONTENT

Our approach to messaging will be led by the research into audience segmentation and behaviour change.

Our approach to content is to focus on driving behaviour change, addressing the challenges and barriers we found in our behavioural change research and creating new social norms around refill and reuse.

Content will also be designed to target different audience segments and provide them with the messaging that is most relevant to them – on a channel they use, and needs to:

- **Educate** – understanding and addressing challenges
- **Be clear and easy to understand**
- **Move people from awareness to action**
- **Provide clear calls to action** – what you can do
- **Embody values**
- **Be consistent** in terms of style, brand look and tone of voice

Recommendations for messaging and content

The content should be consolidated across channels, rather than creating new channels for campaigns, with branded assets to be shared across all existing channels to reach a wider and already engaged audience.

- The findings from case studies into the effectiveness of signage on littering and recycling

will inform our messaging. Use feelgood words instead of ‘don’t’ and negative language that reprimands, as this reinforces undesirable behaviour. Positive descriptive norms have more influence than negative

- Better to reward, encourage, motivate and make people feel good about their behaviour
- Focus on social norms, e.g. ‘most people in Bournemouth do XX’
- Observation bias – people behave differently if they think they’re being watched
- When targeting teenagers, a strong driver is social influence

Messaging to residents

- Remember your reusable
- Appeal to sense of local pride
- Highlight links to local nature and history
- Exploit opportunities to engage with local communities – artists, school children, etc, raise awareness of natural environment and wildlife, e.g. seahorses
- focus on social norms, e.g. ‘80% of people from Bournemouth do XX’

Messaging to visitors

- Look how easy it is to use bins and smoking areas
- Try deposit return scheme
- Rewarding positive behaviour

CONTENT AND EVENT IDEAS

- Create content using clear brand guidelines and style guide
- Create branded digital toolkit with digital assets that can be shared with other organisations
- Create engaging short video content
- Use Instagram Reels to create engaging, fun content
- Use Instagram Stories to engage with audience, run polls and collect data
- Work with local influencers on an Instagram Stories campaign
- Facts and stats presented as infographics
- Experiential events, e.g. Seahorse Sculpture Trail around BCP

DELIVERABLES, RESOURCES AND BUDGET

Depending on the budget and agreed key performance indicators, we can package up the marketing activity and develop some tiered channel plans.

Core deliverables – what City to Sea can do with the support of the communications coordinator (new role)

- Marketing strategy
- Messaging framework, tone of voice, visual guidelines
- Channel strategy
- Signage consultancy, design and production (dependent on scope)
- Audience insight and targeting plan
- Market research and message testing
- Digital toolkit with branded assets
- Influencer activity
- Communications toolkit for businesses
- Training for staff and businesses
- Access to City to Sea campaigns and messaging

Additional activation that may come at extra cost (dependent on scope)

- Seahorse Sculpture Trail around BCP
- Big PR campaign around opening of the Envirohub
- Out-of-home advertising around BCP, outside train station, car parks, on seafront
- Social media ad campaign
- Stunts to raise awareness, e.g. huge sand sculptures
- Experiential events
- Celeb influencer activity
- Local TV and radio advertising

In terms of budget, we have allocated £50,000 for phase 2 resources, design, copywriting and production to get us to launch. This covers the core essentials and is subject to change depending on the scope of the project.

Suggested costs for year 1 – we’ve made allowances for around £40,000 for marketing and communications plus the staff salaries to deliver this activity with the support of the BCP Council marketing team to amplify the messaging through BCP Council channels.

These calculations have been made on the assumption that City to Sea will be largely delivering this project with a communications coordinator being recruited to project manage the marketing and communications channels and lead on reporting.

Key performance indicators (KPIs) and measurements

All of our activity will be measured based on market research to understand audience reaction and the effectiveness of messaging. We will also establish clear KPIs and metrics in relation to the different activities, e.g. reach, engagement and subsequent behaviour change.

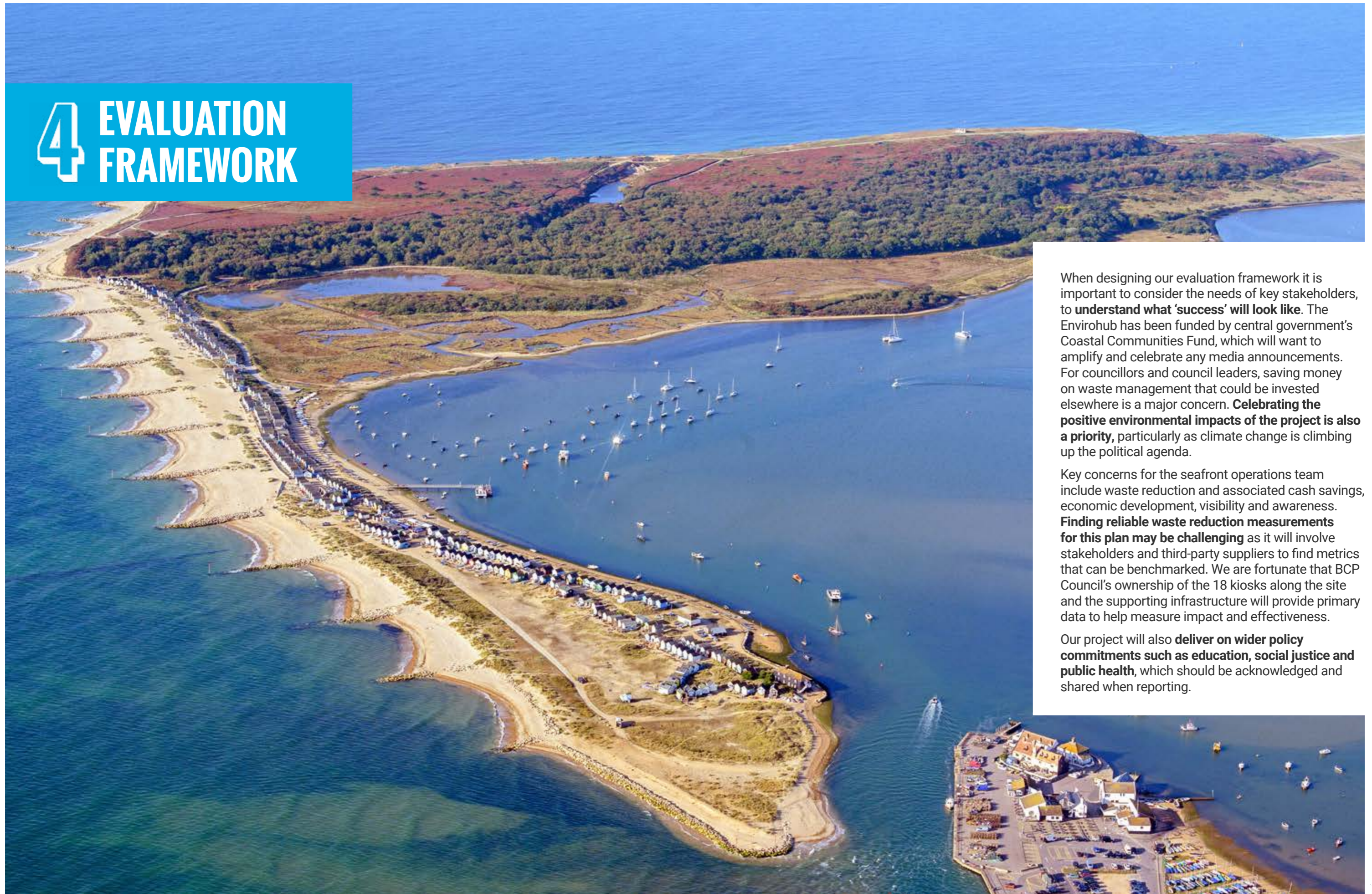


4 EVALUATION FRAMEWORK

When designing our evaluation framework it is important to consider the needs of key stakeholders, to **understand what 'success' will look like**. The Envirohub has been funded by central government's Coastal Communities Fund, which will want to amplify and celebrate any media announcements. For councillors and council leaders, saving money on waste management that could be invested elsewhere is a major concern. **Celebrating the positive environmental impacts of the project is also a priority**, particularly as climate change is climbing up the political agenda.

Key concerns for the seafront operations team include waste reduction and associated cash savings, economic development, visibility and awareness. **Finding reliable waste reduction measurements for this plan may be challenging** as it will involve stakeholders and third-party suppliers to find metrics that can be benchmarked. We are fortunate that BCP Council's ownership of the 18 kiosks along the site and the supporting infrastructure will provide primary data to help measure impact and effectiveness.

Our project will also **deliver on wider policy commitments such as education, social justice and public health**, which should be acknowledged and shared when reporting.



A) DRAFT EVALUATION FRAMEWORK

(to be finalised during phase 2)

INTERNAL METRIC/ STAKEHOLDER METRIC OF SUCCESS	EVALUATION METHOD	WHEN	WHO
Waste reduction	Volume of waste, cost to manage waste	Quarterly/yearly	BCP Council seafront operations
Refill	Meterage of water at Refill locations	Quarterly/yearly	BCP Council seafront operations
	App users and engagement		City to Sea
	Increase in Refill stations		City to Sea
	Refills logged		City to Sea
	Refill station observations		City to Sea
Litter reduction	Ellipsis drone survey	Yearly	Ellipsis
Sales	Sales from 18 kiosks broken down per item	Quarterly/yearly/seasonal?	BCP Council seafront operations
Income generation	Income from levies, value of discounts redeemed and value of sales via promotions	Quarterly/yearly	BCP Council seafront operations, possibly Refill app
	Income from Envirohub room and event bookings		BCP Council seafront operations
	Income from Seaside School bookings		City to Sea – education coordinator
	Income generated from business partnerships		City to Sea – project manager
Climate emergency	Reduction in emissions from activity extrapolated from app, sales data, reduction of waste-to-incineration data	Yearly	BCP Council climate team and City to Sea
Infrastructure	New refill and reuse schemes	Yearly	City to Sea project manager

INTERNAL METRIC/ STAKEHOLDER METRIC OF SUCCESS	EVALUATION METHOD	WHEN	WHO
Reach	Reach of marketing and communications across channels	Quarterly	City to Sea communications coordinator and BCP Council marketing and communications team
Attitudes and behaviours	OnePoll regional surveys Station observations	6 monthly?	City to Sea project manager
Envirohub specific	Footfall/attendance	Quarterly/yearly	City to Sea project manager and BCP Council seafront operations team
	Event/Seaside School booking		
	Visitor surveys		
	Income from sales and sponsorship revenue		
	Accessibility/diversity of attendees		
	Marketing & PR reach		
Job generation	Number of jobs generated, value of salaries, volunteering opportunities and training opportunities	Quarterly/yearly	City to Sea project manager
Social justice – demographics of those benefiting from activities	Seaside School demographics surveys of Envirohub users	Quarterly/yearly	Education officer



5 MANAGEMENT

A) RESOURCES

City to Sea will deliver this project in partnership with BCP Council, with both teams bringing their expertise. BCP Council has the operational experience, catering functions, regional knowledge and networks, engaged stakeholder relationships and much more. City to Sea brings the refill and reuse network, behaviour change and systems change expertise and experience in delivering complex projects working with multiple audiences and partners. Which staff are managed by City to Sea or sit within BCP Council's structure is a point for discussion. Given the timings and resource pressures, it may be wise for City to Sea to set up and deliver the first few years of activity with a view to transitioning ownership over to the council as the project progresses.



CITY TO SEA TEAM	BCP COUNCIL TEAM	THIRD PARTIES
<ul style="list-style-type: none"> • Head of development – project lead • Project manager (new hire phase 2) • Communications coordinator (new hire phase 2) • Refill marketing & communications team • Behaviour change & sustainability lead (consultant) • Partnerships manager • Research & insights (consultant) • Education team – Sustainable Hive (City to Sea delivery partners) • Education coordinator (new hire phase 2) 	<ul style="list-style-type: none"> • Seafront operations team • Envirohub manager (new hire) • Kiosk staff and cleaning • Rangers • Marketing & communications team • Trade relations champion • Climate action team • Education team 	<ul style="list-style-type: none"> • Seaside School teachers (freelance) • Schools • Volunteers (heritage, Refill schemes, beach cleans) • Business partners, e.g. Cup & Box schemes • Consultants, e.g. catering design • Suppliers, e.g. Envirohub AV • Infrastructure partners, e.g. universities

The project delivery will be led by a project manager employed by City to Sea. The project manager will be recruited in phase 2. Using project management software and leading meetings, this key hire will drive the project forward, maintaining focus, with a tight hold on timings, budgets, resources and outputs. The project manager will be overseen by Jane Martin, Head of Development at City to Sea, working closely with Andrew Brown, Seafront Operations Manager at BCP Council.

B) RISK

Using the SWOT analysis on page 5 and in consultation with the wider team, the project manager will develop a risk register with mitigating actions in phase 2. This will be regularly reviewed and updated.

C) TIMINGS

- **Phase 1: Planning** – June-September 2021 (complete)
- **Phase 2: Preparation** – November 2021-April 2022
- **Year 1: Launch & Delivery** – May 2022-March 2023
- **Year 2: Evaluation & Delivery** – April 2023-March 2024
- **Year 3: Evaluation, Delivery & Handover** – April 2024-March 2025



6 COST & VALUE



A) ECONOMIC DEVELOPMENT

This project requires significant investment by BCP Council to transform to a low impact destination. The tide is turning on linear consumption – being in the first wave will position BCP Council as a leader in this space. By 2030 the Zero Waste Packaging Market is set to grow to \$1469.62m (from \$1312.16m in 2020). The size of the ‘conscious consumer’ market in the UK is set to double in the next decade from £40bn to £80bn. This growing sustainable market delivers economic development benefits that will be unlocked by the various activities suggested, such as:

- Job generation for people in the region and enrichment and training opportunities for BCP Council staff and volunteers, enhancing professional progression
- Attracting sponsorship and working with corporate partners on the Envirohub will unlock economic benefits for both parties
- Building reuse and refill infrastructure in the region will drive growth in the circular economy by offering solutions for more caterers to come on board
- The Refill app drives footfall into Refill stations, which benefit from sales. City to Sea’s research shows that somebody going into a cafe for a free water refill are likely to spend between £2.50 and £5 on additional products
- Generating income through charge for single-use to reinvest in the project. How we use pricing needs to be carefully considered in phase 2. The recommended bandwidth for charging a levy on a

hot drink served in a single-use cup is between 10p and 25p. The activity section on hot drinks cups discusses price sensitivity and attitudes to levies. The levy could be split and a portion donated to City to Sea to support campaigning to prevent plastic pollution globally, driving positive PR

- An attractive, sustainable destination with litter reduced in the environment and a thriving attraction in the Envirohub will enhance visitors’ experiences. During lockdown in 2020 there was a 4,550% increase in Google searches related to “How to live a sustainable lifestyle”, which provides reassurance that people are more ready to embrace change
- New hiring business models, e.g. barbeques
- Buying food for climate-friendly menus locally will drive growth in businesses in the region
- Our ambition for Seaside School is that it becomes a self-funding entity with most parents signing up their children for a session (c. £5-£10 for 2.5 hours) which then covers the wages of Seaside School teachers. BCP Council can make an investment to target children most in need of sessions and make it easy for them to access, principally by paying for their sessions at cost. In phase 2 the business model for Seaside School will be tested to understand what an investment by BCP Council could unlock (numbers of children reached, numbers of sessions delivered, additional benefits)



THE SIZE OF THE ‘CONSCIOUS CONSUMER’ MARKET IN THE UK IS SET TO DOUBLE IN THE NEXT DECADE FROM £40BN TO £80BN.



B) COMMERCIAL CONSIDERATIONS

How do we measure the return on investment for this project? There are a variety of elements that would feed into a cost benefit analysis to build confidence in backers and stakeholders. Developing a true cost accounting model will give a rounded view of the cost benefits including:

- **Cash** – sales, savings and value for money
- **Reputation** – leadership, PR, reach
- **Policy** – public health, social justice, education
- **Climate action** – emissions, waste, restoration of nature
- **Customer satisfaction** – voters, visitors, businesses

Commercial considerations of operators will need to be addressed, particularly in phase 2, and we suggest undertaking consultation to support the implementation of systems change sensitively. We have the opportunity to be ambitious, but need to take people with us on this journey, listening to their needs and addressing their concerns. Bottled water generates a significant profit for caterers and they are likely to resist delisting this product. Concerns around speed of serve in reusables will need to be addressed alongside the management of customer satisfaction.

Increasing pricing in kiosks or changing the choice architecture so only certain foods are available in certain types of packaging may give businesses not operated by BCP Council a competitive advantage. There's a reason why our current linear system is damaging – cheap food wrapped in single-use packaging makes good business sense if you have no concern for the environment and cash is the only measure of success. How do we support businesses to maintain their market position while making the changes needed?

While introducing reuse infrastructure requires up-front investment, savings will be unlocked year on year to offset this. The average price of a single-use cup is 7.6p (based on 8oz and 12oz costs provided on 17/08/2021). BCP Council buys approximately 300,000 single-use hot drinks cups per annum – that's a saving of £22,800 that can be offset against the cost of reusables.



BOTTLED WATER GENERATES A SIGNIFICANT PROFIT FOR CATERERS AND THEY ARE LIKELY TO RESIST DELETING THIS PRODUCT

C) BUDGETS

These costings have been developed through consultation with the City to Sea team based on our extensive experience of delivering campaigns, conversations with our partners and some research into third-party supplier costs. This is a complex project with some elements that are reliant on third parties and factors outside of City to Sea's control. An understanding of BCP Council's ambition and commitment will further impact budgets, which will be fine-tuned in phase 2 by the project manager. Therefore, costs may change and are for budgeting purposes only to allow BCP Council to consider the plan with an understanding of the level of investment required.

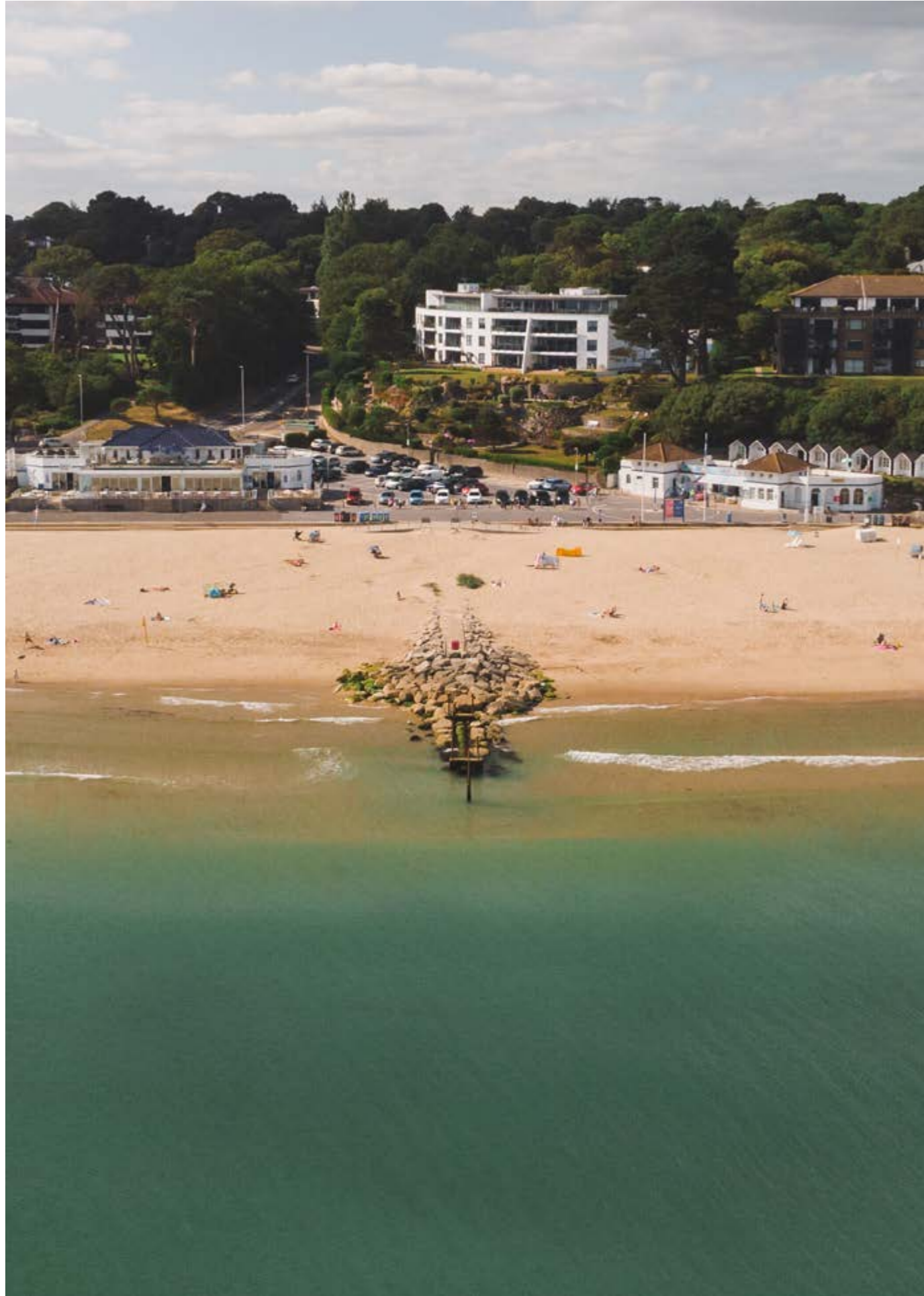
SAMPLE BUDGET FOR PHASE 2 – PREPARATION: NOVEMBER 2021-APRIL 2022

ITEM	COST £
Staff time (not including BCP Council and third parties)	67,206
Materials	10,500
Infrastructure and equipment	92,350
Research, consultation and insight	10,200
Marketing and communications	47,000
Seaside School set up, equipment, materials	79,450
App development and maintenance	15,750
Website and platform	16,000
Subtotal	291,456
City to Sea overheads at 10%	33,846
Total	372,302

SAMPLE BUDGET FOR YEAR 1 – LAUNCH AND DELIVERY: APRIL 2022-MARCH 2023

ITEM	COST £
Staff time (not including BCP Council and third parties)	123,284
Materials – produced in phase 2	0
Infrastructure and equipment procured in phase 2	0
Research, consultation and insight	11,000
Marketing and communications	38,500
Seaside School running costs	18,000
App development and maintenance	17,250
Website and platform fees	1200
Subtotal	209,234
City to Sea overheads at 10%	20,998
Total	230,157*

*Indicative costing only, subject to change, full breakdown available on request. Final budgets to be generated in consultation with BCP Council. Costs do not include Ellipsis drone survey cost, larger experiential stunts and artwork, e.g. Seahorse Sculpture Trail, merchandise such as portable ashtrays.



7.END NOTES

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CITY TO SEA

City to Sea is an environmental not-for-profit, campaigning to stop plastic pollution at source.

Their award-winning campaigns are tackling the single-use plastic items most found on our beaches and in our rivers and oceans by providing practical, solutions-focused initiatives and championing reuse over single-use.

By working with communities, businesses, and retailers they're inspiring and empowering everyone to tackle plastic pollution. They believe collective action is key to lasting behaviour change and encourage everyone to rethink, refuse, reduce and reuse across all of their campaigns.

City to Sea are behind the award-winning Refill Campaign, which has saved 100 million plastic bottles from entering our waste stream, #SwitchTheStick, #PlasticFreePeriods and even more planet-protecting, behaviour change campaigns.

City to Sea was founded by environmental campaigner, Natalie Fee in 2015.



citytosea.org.uk

BCP COUNCIL

Bournemouth, Christchurch and Poole (BCP) is the UK's newest city region and it's brimming with prospects, positivity and pride.

It's a place where culture meets digital, businesses flourish and people thrive. BCP is the tenth-largest urban local authority in England and our communities are vibrant and diverse with an outstanding quality of life, where everyone plays an active role - a globally-recognised coastline of opportunity, where people love to live, learn, work, explore, invent, relax and play.



bcpcouncil.gov.uk