

Swanage Pier Regeneration Project

Educational Case Study for

GCSE & A Level

Teachers & Students



Prepared by Simon Williams
Footprint Futures – Planning & Regeneration
For Swanage Pier Trust
April 2019

Contents	Page
1 Introduction	4
2 Restoration of Swanage Pier & Marine Villas	
Case Study Summary	6
3 Background Information	7
4 The Re-use of Old Buildings	9
5 The Links to Tourism & the Economy	10
6 The Swanage Pier Trust	11
7 Swanage Pier - The Area before Regeneration	11
8 Swanage Pier Regeneration & Restoration Project	17
9 Some Planning & Conservation Issues	18
10 Summary of The Completed Regeneration Project	19
11 Summary of The Project's Sustainability Credentials	21
12 Role Play Cards	32
13 Questions and Tasks	39

Appendices

Appendix 1 – Time Line & Facts & Figures	41
Appendix 2 - The Planning, Development & Implementation Process	42
Appendix 3 - Swanage Pier – The Development Teams	44
Appendix 4 - Swanage Pier Project – Funders	46
Appendix 5 – Players/Stakeholders & Consultees	47
Appendix 6 - Bubble Diagrams - Swanage Pier 'Before & After'	48
Appendix 7 - Example of Visitor Surveys and Results	52
Appendix 8 - Newspaper Press Reports	55
Appendix 9 - Swanage Pier Promotional Leaflet - 2018	62

Preface

This educational case study has been prepared to assist teachers and students studying GCSE and A Level Geography, although it is recognised that it may be equally suitable for other subject areas, such as Leisure & Tourism and Environmental Studies.

Whilst the resources are able to be used in class, it is considered that the maximum benefit will be achieved through a field study visit to Swanage and the Pier. This will enable students to experience and understand the 'real life' issues that were addressed as part of the Swanage Pier Regeneration project, in far more detail.

It is hoped that case study will be a valuable resource for teachers and students, but the Trust would very much welcome feedback on the case study, as well as ideas for other resources that may be developed.

The Swanage Pier Restoration and Regeneration Project was shortlisted as a finalist for the 2019 National Royal Town Planning Institute Awards, in the Heritage and Culture Category, as well as the Planning Awards 2019, Heritage Category.

We look forward to welcoming you and your students to Swanage Pier.

Ben Adeney
Chief Executive
Swanage Pier Trust
Pier Approach
Swanage,
Dorset BH19 2 AW

01929 425866 - generalmanager@swanagepiertrust.com



Case Study Prepared by:

Simon Williams MBE, BSc, Dip TP, MSc, MRTPI
Footprint Futures – Planning & Regeneration
07980730004 - simonpwilliams@hotmail.co.uk

Thanks are also due to experienced geography teachers; Jim Thomas and Kelvin Huff.

April 2019

Swanage Pier Regeneration - Educational Case Study

1 Introduction

1.1 This case study can assist in delivering the requirements of various GCSE and A level Geography syllabuses and also supports Leisure & Tourism and Environmental Studies.



It provides a 'real world' example of a regeneration project and provides opportunities for students to, analyse and interpret different forms of information, evaluate data and other resources, all adding to knowledge and understanding. The case study provides a sound framework for asking the questions:

- ***“Why is Regeneration needed”?***
- ***“How is a Regeneration Project Managed and Delivered?”***
- ***“How can ‘heritage assets’ and listed buildings contribute towards tourism”?***
- ***“How can Regeneration contribute towards Sustainable Development”?***

1.2 It is also considered to be excellent Geographical Enquiry and Decision Making Exercise, based on a location, which for most students, will be a contrasting one to their home area. It is also an example of a local scale issue, meeting requirements for studying changing and shaping places, processes, environmental and sustainability issues. A fieldwork visit will provide added value, developing skills and especially assisting those students who may find other more standard approaches to learning, a challenge. For those studying at A level, in addition to the above, the study enables them to use the resources for independent enquiry or investigations, to construct arguments, draw conclusions and make judgements and independent decisions.

1.3 Although clearly the case study is focussed on the regeneration and restoration of Swanage Pier, there will be many other examples of similar heritage based regeneration projects elsewhere, where the ideas and principles in this case studies can be adapted or used as a framework for examining these other projects.

1.5 The format for the case study is as follows and is based on previous examples of case studies that in the past, have been recognised as being 'best practice' by the Geographical Association. It comprises the following:

- Background notes about historical buildings and the value of heritage assets and the contribution they can make to tourism and local economies. Maps and Aerial and other photographs.
- A wide range of different resources, including summaries, providing an indication of the key issues, roles and tasks for students to undertake.
- ‘*Before and After*’ photographs and plans of the alterations to the Grade 2 Listed Marine Villas.
- ‘Bubble’ diagrams demonstrating the wide range of professions, organisations and funders involved in the scheme and illustrating ‘Swanage Pier Problems and Solutions’ with Blank Bubble Diagrams for students to complete.
- ‘Role play cards to enable students to gain a good understanding of the different roles of those involved in the project and different opinions and perspectives on particular planning, conservation and environmental issues.
- Flow charts demonstrating the planning, development and regeneration implementation processes.
- Resources to enable an historical ‘Timeline’ for Swanage Pier to be prepared.
- Use of the ‘Butler Model’ technique to consider the economic cycle of the resort.
- Examples of visitor survey questions that students may use if on a fieldwork visit to Swanage and the Pier, as well a summary of some visitor surveys undertaken as the project developed.
- Newspaper reports related to the start of works, fundraising and completion of the project.
- The current promotional leaflet for Swanage Pier.
- A range of different resources to assist students to develop their analytical skills by extracting information from material provided, structuring their ideas and appreciating the different viewpoints, attitudes and values relating to the issues addressed.
- This includes considering the concept of Sustainable Development, as applied to a regeneration project such as this.
- A range of Questions and Tasks to meet a range of abilities, subjects and study levels.



1.7 The resources provided within the case study are appropriate to the project, but it is intended that these just provide guidance for teachers. It is recognised that they will be used in a flexible manner, with the extent of resources being made available to students at different levels, as considered appropriate by the teacher. It is specifically intended that all materials should be copied for use by students, as required. To assist with this, the Case Study is available on the Swanage Pier website, as Word Document, as well as a PDF.

2 Restoration of Swanage Pier & Marine Villas - Case Study Summary

ISSUE:	Understanding and an assessment of the contribution which the restoration and improvement to the historic pier and its associated Marine Villas building, can make towards urban regeneration and sustainable development.
RESOURCES:	Background on the role that tourism and heritage assets can play in regeneration. Swanage Pier project before it was implemented; 'Before and After' photographs, plans; Bubble Diagrams; visitor survey results; role play cards; newspaper reports; charts showing the regeneration process charts.
QUESTIONS & TASKS:	Assessing the 'Before & After' regeneration environment. Analysing the role of historic buildings in achieving the economic, social/community and environmental strands of sustainable development. Use of visitor surveys & results, preparing a press release, designing a promotional poster for a Pier event. Use of the Butler Model. Making judgements on different professional roles, using role play cards. Preparing a report for Pier Trustees Meeting.
ROLES:	Role of a range of different professionals and players/stakeholders and individuals with different/conflicting views on different issues of the project and the detailed aspects of protecting historic buildings.
POTENTIAL CONFLICTS:	Investing in old buildings rather than new development. Giving grant aid to refurbish listed buildings in preference to other priorities. Whether retaining an old pier such as the one in Swanage is really worthwhile in 21 st Century. How much change and physical alterations should be permitted to historic buildings in regeneration schemes.
OPTIONS:	Whether it would be more sustainable to demolish and completely redevelop old buildings such as Marine Villas, as opposed to investing in their refurbishment.
DECISIONS:	Whether investment in historic areas and assets can make a worthwhile contribution towards urban & economic regeneration, tourism and sustainable development. Decisions linked to specific tasks and questions set out in Section 13 of the case study.

3 Background Information

A summary of the Town of Swanage

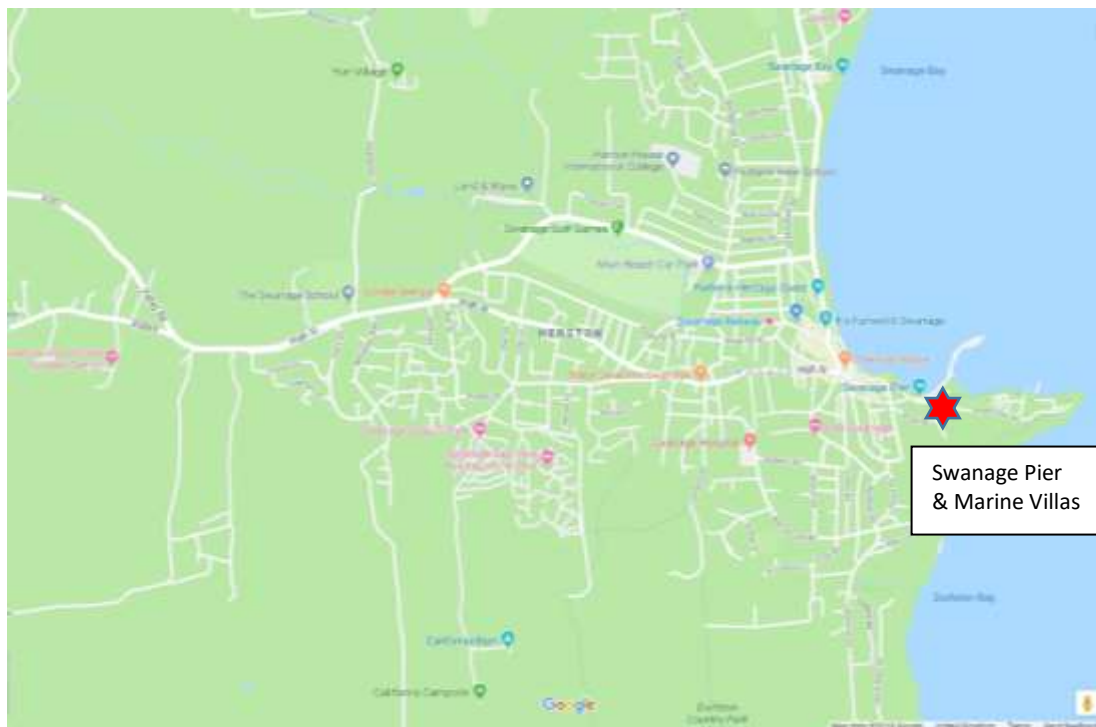
3.1 The town of Swanage is located in Swanage Bay in Dorset on the south coast of England at 50°36'43"N 1°57'30"W . Geologically, the northern headland of the bay is formed of Upper or Late Cretaceous Chalk, the southern headland is of Upper Jurassic, Purbeck Limestone, with softer primarily Lower Cretaceous, Wealden Clays forming the bay and valley, in which the town is sited.

3.2 The Purbeck limestone was extensively quarried with several sites to the south west showing evidence of former quarries, particularly Tilly Whim Caves and Dancing Ledge, a man made quarried, rock shelf used for loading ships. Natural erosion has formed stacks within the chalk cliffs along and at the end of the northern headland, in particular the notable Old Harry Rocks. In part through the process of quarrying, fossils from the dinosaur age have been discovered in the local rocks, and the coastline up to and including Swanage Bay has been included in the Jurassic Coast World Heritage Site, because of its geological value.

3.3 Swanage is therefore a coastal town in the south east of Dorset, England. It is situated at the eastern end of the 'Isle of Purbeck', to the south of Poole and east of Dorchester. In the 2011 Census, the civil parish had a population of 9,601. The town, originally a small port and fishing village, flourished in the Victorian era, when it became a significant quarrying port and later a seaside resort for the rich of the day. Today the town is still a popular tourist resort, with tourism being the town's primary industry and many thousands of visitors coming to the town during the peak summer season, drawn by the bay's sandy beaches and other attractions. These include the Swanage Steam Railway, the Swanage Museum and Heritage Centre, Durlston Castle and Country Park as well as of course, Swanage Pier.

3.4 The town contains many historic listed buildings and two conservation areas – Swanage and Herston Conservation Areas. These also include buildings or parts of buildings that were brought back from London as ballast, after Purbeck Stone taken out from Swanage Pier had been delivered. An historic timeline illustrating the development and changes that have taken place at Swanage Pier is included as **Appendix 1**.

Location of Swanage Pier within the Town - [Aerial Photo & Map - Google Maps]



3.5 This Case Study examines the issue of Sustainable Development in the context of the historic built environment and highlights the changes which have taken place at Swanage Pier to illustrate how improvements to the built environment and heritage assets can contribute to the economic, social/community and environmental well-being of the town as a whole.

3.6 The idea of sustainability is difficult to express without practical examples. A government publication from some years ago; "A strategy for Sustainable Development for the UK" states that it

is aimed at ensuring a "better quality of life for everyone for future generations". It also quotes the widely used international definition which is "development which meets the needs of the present generation without compromising the ability of future generations to meet their own needs."
(Brundtland)

3.7 Translating these ideas into understanding and local action is more difficult, but one way to help with understanding the concept is to assess whether economic development, social/community and environmental objectives can be progressed together, in an integrated way, with positive benefits, rather than in conflict.

3.8 The conservation of historic buildings and areas can be considered as an important part of the path towards a sustainable future. However, the protection of the built heritage has in the past not always been given sufficient priority for investment. It has sometimes been seen as separate from and in conflict with change, new economic development and regeneration. Retaining old and in some ways inefficient buildings can be seen as '*standing in the way of progress*' and unduly constraining new site development opportunities.

3.9 With this in mind, it does raise the question as to whether it is always sensible to continue to provide grants to old buildings to repair them, when they are perhaps past their best and inefficient from an energy conservation viewpoint.

3.10 These are therefore some of the considerations that students can examine and make their own judgements, in this case study.

4 The Re-use of Old Buildings & Sustainability

4.1 Most historic buildings, including Listed Buildings should be capable of accommodating some change. It is more often a case of *how* this is achieved rather than *whether* it is possible - balancing care for the old, with the demands of today, through sensitive design, that will almost always need compromise by all parties.

4.2 However, at the same time, conservation of the historic environment is perceived by some people as being of limited importance and may be considered as unnecessarily protecting old, out of date and inefficient buildings, as opposed to demolishing them and investing in new, efficient buildings that meet current day standards. But, what may traditionally be seen by some people 'conservation' work can in fact be very much part of achieving 'sustainable development'.

4.3 Balancing the principle of conserving buildings as opposed to complete redevelopment is therefore sometimes a challenge as is the question of how much change should be permitted to listed buildings. Some of the different attitudes towards conservation of historic buildings are explored in the role play cards, which form part of the Case Study in Section 12.

5 The Links to Tourism & the Economy

5.1 Swanage Pier is essentially a tourist attraction and therefore how the project supports tourism and sustainable development is an important consideration. The use and re-use of historic buildings can aid sustainability principles related to the built environment and the economy. Some of the benefits may be:

- It adds to '*local distinctiveness*' – it can enhance places, spaces buildings and help communities retain a 'sense of place' what makes places special and unique.
- It can form the basis for creating a more pleasant environment provide opportunities for cultural activities for visitors, as well as the local community.
- It enables the best use of the existing built resources and past investment, through retaining 'embodied energy costs' - the energy already used in constructing the building and the saving of resources in not rebuilding.
- It can lead to increased employment in tourism for local people - directly and indirectly.
- It can result in the production of local goods and services which may not have otherwise existed.
- It retains the use of local materials, employs and retains traditional local and craftspeople's skills and so assists employment
- It can help retain or attract employers and/or employees to the town generally, by providing an attractive and desirable environment in which to live and work.
- Providing or improving heritage assets targeted mainly at tourists can also have spin off benefits for local people thereby ensuring that cultural, recreational or leisure facilities are retained or provided for the benefit of the local community, which might otherwise not be possible if it were not for the additional income generated by visitors.

5.2 In summary, building conservation can provide the best use and man of past investment and resources and make a valuable contribution towards regeneration and sustainable economic and tourism development strategies.

6 The Swanage Pier Trust

6.1 Swanage Pier Trust is very much embedded in Swanage as a local community organisation. It was established in 1984 specifically to preserve and maintain the Pier and has undertaken significant preservation works to date. The Trust managed the repair process when a major section of the Pier collapsed in 2012 following storm damage. It has 12 Trustees who represent the interest of local organisations including; the Town Council, District Council, anglers, local sub aqua club, the neighbouring Swanage Sailing Club and the Friends of Swanage Pier.

6.2 Swanage Pier is an important heritage and tourist attraction for Dorset, which brings over 125,000 visitors each year and the Pier is a major dive and angling centre, attracting over 10,000 people for these sporting activities each year. A number of watersports and leisure business are based on, and are reliant on the Pier for their success and jobs. Boat trips also bring visitors from Bournemouth to land at the Pier. There are a large number of commemorative brass plaques on the Pier decking, that are valued by local people and visitors from across the world.

6.3 Without the planned investment in the Pier structure and to improve Marine Villas, the Pier would reach a point where lack of maintenance and investment would mean that the Pier would have to close, for safety reasons. This would not only affect the Trust and its ability to survive, but would result in the Pier being in danger of becoming derelict, which would have a severe adverse impact on the character and reputation of Swanage as a small, but important holiday destination and present the town in a very negative manner.



7 Swanage Pier – ‘Before’ - The Area before Regeneration

7.1 If no action and regeneration had taken place, it would have resulted in continued lack of public and private investment, valuable historic buildings, past investment and resources would have been wasted. The potential of the area would not have been realised and a ‘spiral of decline’ would have set in. See Section 11 for details of the ‘Butler Model’. Evidence that before the Pier Regeneration Plan, the Pier and Marine Villas were in decline is provided by the following:



- Over 40 of the wooden piles supporting the pier were eroded due to being eaten away by the Gribble worm; [*a large marine woodworm*] and so the Pier was in danger of being closed, due to it being unsafe for the public to use
- If this occurred, there would be no income for the Pier Trust and the Pier would fall into a further state of disrepair,
- Marine Villas has very limited and basic catering facilities.
- The exhibition area and information was out dated and rather tatty, being some 30 years old and so there was little to attract tourists.
- Visitors had to pay a fee for the Pier at the entrance to the premises and so effectively were having to pay to go to the café and without really knowing what was on offer in Marine Villas
- The valuable asset of the marine environment in Swanage Bay and under the Pier was not fully recognised, interpreted and therefore appreciated by visitors.
- The external environment near Marine Villas was somewhat, cluttered, tatty and unattractive.



See Section 13 - Questions and Tasks and **Appendix 6** for 'Bubble Diagram' Exercise.

Photographs of the Pier - 'Before' Restoration and Regeneration

Historical Photographs 1820 & 1856



Marine Villas – External



Marine Villas - External



Marine Villas - External



Previous Exhibition



Previous Exhibition



Previous Exhibition & Historic Salt Water Baths Beneath

Photographs - Studio Partington



The historic baths beneath the suspended ground floor are currently used for storage

Shop & Exhibition



Previous Cafe



Previous Cafe



Image of Glazed Extension As Planned



Piling – Work in Progress

Photograph – Rena Lang - Swanage Pier Volunteer



Piling & Decking Repairs

Photograph – Rena Lang - Swanage Pier Volunteer



8 Swanage Pier Regeneration & Restoration Project

8.1 Swanage Pier is an important gateway on the Jurassic Coast for both land and sea based visitors and its regeneration is key to the continued success and enhancement of this economic benefit. The Pier attracts over 125,000 people each year, by both land and sea and is now one of only 14 remaining timber piers in the Country, representing significant historic and architectural value.

8.2 Swanage Pier is extremely well supported by the local community, businesses and community organisations. The Pier has over 650 'Friends' and a committed team of over 60 local volunteers who support activities on a daily basis.

8.3 Aim or Vision

“Securing the future of Swanage Pier, restoring its heritage, economic and tourism potential, creating new jobs, training and business opportunities and providing an outstanding visitor attraction.”

Objectives

8.4 Ultimately the improvement to Swanage Pier had a number of key public & community, environmental and economic objectives:

- To restore and regenerate a rundown pier and important national heritage asset, that was in danger of collapse and closure and to safeguard its associated building and provide new and improved public uses.
- To deliver a new visitor attraction that the community of Swanage that is engaged through volunteering and who use it on regular basis.
- That day and staying visitors to the town, whether coming to the Pier by land or sea, will experience and enjoy the Pier, helping to extend the season, increase dwell time and encourage repeat visits.
- To maximise the potential of the Pier to generate economic benefits for both the Trust itself and to put it on a sound financial basis for the future, as well as supporting local businesses, through economic benefits and job creation.

8.5 Swanage Pier Trust appointed a range of professionals to help deliver the project, which was coordinated by project managers. See **Appendix 2** for a summary chart showing the planning, development and implementation process and **Appendix 3** for the professionals that assisted with the project. Raising the £2.2m required to implement the work from a wide range of organisations was clearly a key task and the list of funders is included as **Appendix 4**.

8.6 The Pier Trust and the team undertook extensive research and consultation to inform the development of the project. Public consultation and engagement activities were undertaken, which resulted in significant support from the local community, visitors and players/stakeholders. Engagement activities were very well attended and feedback was extremely positive. See **Appendix 5** for list of local players/stakeholders involved in the engagement exercises. The range of consultation and engagement included the following:

- Town, Pier Visitor and Non-Visitor Surveys
- Targeted partner consultation
- Two stakeholder engagement workshops; consultation with the community, volunteers 'Friends' and Trustees through workshops in 2014 and 2016
- Public 'Open Day' events at the Pier
- Pirate Festival at the Pier
- Press Releases
- Schools and study centres, to assess demand for using the pier as an educational and fieldwork resource
- Audience and market research;
- Analysis of comparative piers, heritage sites and statistical evidence.
- Crowdfunding Exercise

9 Some Planning & Conservation Issues

9.1 Whilst some conservation issues were raised at the 'Pre-Application' consultation stage with the Local Planning Authority, [Purbeck District Council], about the internal alterations proposed and their justification, overall and subject to addressing points raised, the scheme was supported. The Council's concluded at that stage that:

"These proposals are acceptable in principle subject to satisfactorily justifying the resulting impact on the listed building and addressing the other issues listed below".

9.2 A detailed Conservation/Heritage Assessment was commissioned by the Pier Trust, undertaken by an historic building specialist and which concluded that given its chequered history and multiplicity of previous uses and changes over 200 years; salt water baths dwellings, offices, etc., that ***'the interior of Marine Villas has a 'High Capacity for Change'.***

9.3 Planning and listed building consents for the Marine Villas were granted in July 2016 for: ***'Refurbishment, extension and internal alterations to Marine Villas to improve information, exhibition, interpretation, shop, cafe and education facilities'***

The planning files Ref: 6/2016/0317 & 6/2016/0318 can be seen at the following Local Authority weblinks:

<https://planningsearch.purbeck-dc.gov.uk/PlanAppDisp.aspx?recno=44616>

<https://planningsearch.purbeck-dc.gov.uk/PlanAppDisp.aspx?recno=44617>

Further information on these planning and conservation issues and the different views expressed are addressed in the Role Play Cards in Section 12.

10 Summary of the Completed Regeneration Project

10.1 The restoration and regeneration project at the historic asset has now unlocked the economic, heritage, tourism and community potential of the Pier, enabling the Trust to build a more robust and sustainable financial future for itself and businesses based on the Pier. Blank and completed Bubble Diagrams illustrating the previous problems at the Pier and Marine Villas, as well as the solutions are included as **Appendix 6**.

10.2 Moving the current entrance/charging point, new facilities, educational and events programmes has and will improve access to the Pier and year-round tourism. The moving of the charging point was partly as a result of undertaking visitor and non-visitor surveys during the preparation of the plans and a summary of the survey is included as a resource in **Appendix 7**.

10.3 This £2.2m project involved the urgent repair of the Grade II Listed Pier, replacing 41 Greenheart wooden piles and refurbishment of the associated Grade II Listed Building; Marine Villas, located at the entrance to the Pier and also owned by the Swanage Pier Trust.

10.4 The project also involved creating, new education, interpretation, catering and retail experiences with contemporary programmes, based on the Pier's heritage, and the Jurassic Coast, Geological World Heritage Site. A Learning Officer now leads educational groups visiting in 'edge of season' periods; October - March, helping to extend the tourist season and benefitting local accommodation providers and other businesses.



10.5 Highlighting the quality of the marine environment in Swanage Bay and exposing the original salt-water baths in the basement of Marine Villas are new offers in the visitor centre.

10.6 High-quality catering facilities have been developed, providing 5 new jobs with 2 extra planned and up to 20 part time posts in summer, including trainees, together with a shop selling appropriate merchandise. These all add a new visitor experience to Swanage and making the Pier a New 'Destination'. See <https://www.swanagepiertrust.com/cafe>



10.7 The project has also enhanced the open paved area and access leading to Marine Villas and the wooden Pier structure itself, involving hard paved landscaping works which extend the main seafront promenade into the site, improving the overall public realm and making this part of Swanage a much more attractive place for visitors and local people.

10.8 As well as managing the Pier structure and Marine Villas, the Trust also works with the businesses that are based on the Pier. One is Diver's Down, England's oldest dive school which attracts large numbers of divers as well as those engaged in other water based sports including anglers and kayakers; totalling over 10,000 per annum. There is potential to enhance these business' premises and there are also plans to introduce additional ferry services to and from Bournemouth and Poole, explore options for 'sea buses' and promote 'Cruise & Dine' offers.



10.9 In addition to the main project, a complementary project to provide a new Community Radio Station for Swanage at first floor in Marine Villas, has been provided. However, the boat Landing Stages and Pier Head are still not easily accessible for people with mobility difficulties, and future plans include physical arrangements and introducing new equipment to make the facilities more accessible. It is also planned to create an 'outdoor classroom' with underwater cameras, in partnership with the Dive School, as a next phase of the project.

10.10 The Pier is recognised by official bodies as providing an important flood defence for the Town and protecting this part of the Jurassic Coast within Swanage Bay, from coastal erosion. The Pier also acts as an artificial reef and provides an important habitat within Swanage Bay which is part of a much larger Marine Protected Area that extends to the west along the Dorset Coast.

10.11 The Trust has developed informal arrangements with other local tourism sites, including Swanage Railway, Durlston Country Park and Swanage Museum. They are committed to developing a single brand initiative for 'Swanage Heritage'. These partners all gave their full support to the Pier Restoration project and there is



agreement that significant benefit can be achieved through working more collaboratively in future; including joint marketing; ticketing; learning offers; volunteer training and mutual exchange of information about visitors.

10.12 A series of local press articles that highlight the start, progress and completion of the Pier project is included as **Appendix 8**.

11 Summary of Sustainability Credentials

11.1 The Swanage Pier Trust believes that the project is providing an environmentally sustainable approach to creating new employment and economic growth, for the benefit of the local community, in line with the 3 strands of sustainability, as follows:

11.2 Environment: The project will improve the local environment through landscaping, public realm enhancements and extending the promenade. The Pier acts as an artificial reef, providing an important flood defence and protecting the World Heritage Coast from erosion. As well as highlighting the built heritage assets, the new interpretation materials communicate the importance of the natural and marine environment, encouraging positive changes in behaviour.

11.3 Marine Villas has been restored in manner that ensures that the building is as energy efficient as possible and with materials and contractors sourced locally. The project and ferry businesses based on the Pier have the potential to bring more people by boat, reducing car travel to the Town.

11.4 All of this work has been undertaken in a manner that does respect the listed building status of both the Pier itself and Marine Villas and has been accommodated within the heritage capacity of the site, with all necessary statutory consents being secured for the listed building, as well as safeguarding the marine environment of Swanage Bay, which is a protected site.

11.6 The existing Swanage Pier piles are made of Greenheart wood which although generally resistant to erosion, have been eaten away by the marine gribble worm and so it is not totally protected from damaging impacts. Greenheart timber, also known as *Demerara Greenheart* and which has the scientific name of *Chlorocardium rodiei*, is one of the strongest commercially available timbers on the market. It is suited for both salt/sea and fresh water locations, where strength and long life are required. It is classified as very durable with a minimum life of 25 years. Greenheart timber is often used in marine environments such as



at Swanage as an 'untreated alternative' to other hardwoods, as it is more resistant to decay and erosion by aquatic organisms than some other woods and has a high density value.

11.7 Greenheart is a highly sought after wood only grown in the northeastern part of South America where Guyana is the main location and produces most of the world's Greenheart. Its harvesting is heavily regulated by the Guyana Forestry Commission where every tree must meet certain specifications before being cut. Once harvested, the trees are tagged and tracked through the manufacturing process, all the way through delivery to the consumer. These practices prevent undersized trees from being cut and essentially keep the forest from being depleted of these valuable natural resources. These therefore are the 'sustainability credentials' promoted by Greenheart timber suppliers.

11.5 These factors therefore help demonstrate that the environmental objective or strand of sustainability has been met, by maximising the use of existing historic built resources and giving them a new lease of life for the future and employing energy saving and other initiatives, to ensure the building minimises its environmental and carbon footprint.

11.8 Social/Community: The Pier is an integral part of the character of Swanage as a town, resort and community and is well supported and loved by local people. Its refurbishment, improved access, and appeal to wider audiences throughout the year, will be a great asset for the local community. The successful hosting of the first Purbeck Pirate Festival in 2016, which attracted over 18,000 people, demonstrated the potential of the Pier to become a new 'destination'. This is significantly enhanced by the new, high quality '**1859 Café & Bistro**', which has extensive opening hours, especially in the summer months.

11.9 Swanage Pier is extremely well supported by the local community, businesses and organisations. The Pier has over 650 'Friends' and a committed team of over 60 volunteers who regularly support the Trust and it is planned that the volunteer base will expand to over 90 roles. Local organisations are represented on the Trust and have been actively involved in developing a consensus on its restoration through workshops for stakeholders/players, involving a wider range of organisations, See **Appendix 5**.

11.10 Swanage Pier Restoration will provide significant additional benefits for the wider community, including local people as well as visitors through:

- Supporting social objectives through volunteers and making the Pier an improved location that local people can use and be proud of and that visitors will enjoy.

- The Pier volunteer 'community' now has a greater sense of ownership of Pier operations and has been enthused by the improvements made. This has been achieved and extended through recognition of their valuable contribution, as well as improved training, to enhance their skills in delivering services to the visiting public.
- The Pier has now and will in future become a greater attraction with a wider offer of cultural, educational, marine, leisure and tourism activities. This will be achieved through introducing new events, linking with partners, other local tourism venues, initiatives and educational providers, with the aim of attracting significantly more visitors each year, from 2019 onwards.
- The new exhibition, interpretation materials and learning resources, now maximise the available spaces and provide new activities and facilities for the local and visiting communities throughout the year.
- A new promotional leaflet for the Pier has been published and this is included as a guide for students as **Appendix 9**.

11.11 Economic: The project has created direct new jobs through the new catering business and two new core jobs within the Pier Trust, which will generate a programme of events and activities. The café business promotes and uses local produce, helping to reduce the business' environmental impact. The catering and retail businesses are a critical element of the future sustainability of Swanage Pier, so they will help the Trust generate the income required to preserve the Grade II Listed structure. Furthermore the project will safeguard other existing businesses and jobs based on the Pier, providing opportunities for further economic growth.

Economic Impact of the Project

11.13 The Direct jobs include 2 new project roles for Swanage Pier Trust - Community Development Officer, and Learning and Engagement Officer that are each 25 hours a week. 1.5 Full time equivalent [FTE] jobs.

The catering business employs at least 7 FTE posts with further, [up to 20] part time, seasonal jobs in the busy summer season.

As the café proprietors say... ***“We love what we do and the fantastic and prominent position we are in here at the Pier” [Café 1859].***

11.14 With the redevelopment of Marine Villas, City Cruises, who operate from the Pier intend to increase ferry traffic to the Pier through additional sailings, creating new direct posts, and bringing more visitors, to add to the 30,000 people a year they currently transport to and from Swanage Pier from Bournemouth.

11.15 The improvement of the Pier and Marine Villas is therefore expected to lead to an increase in visitor numbers.

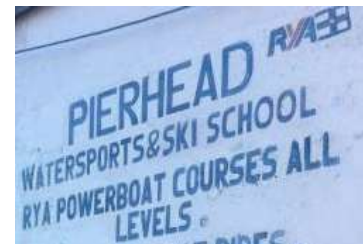
Adult admissions from the landward side are forecast to increase from 77,000 in 2016 to 96,000 by year 5. The adult

admission price to the Pier structure itself, will increase to £1.50, thereby increasing income. The operation of the café generates additional rental income for the Trust and as part of the improvement to the visitor offer, the retail and café operations also support local producers and suppliers.



11.16 With the long-term structure of the pier now secure, these existing on-pier businesses are seeking to expand operations and create new employment. There are currently 7 businesses who rely on the Pier directly for the continuity of their business:

- Divers Down - diving trips and sub aqua training
- Pierhead watersports - RYA training and trips
- Land and Wave - kayak and adventurous activities, instructor training
- Moonfleet Adventure Sail training
- Swanage Boat Charters - diving provider
- Swanage Sea Fishing - fishing charters and trips



Economic Assessment of the Project

11.17 The construction cost of the project was over £2.2m and the Dorset County Council's Policy and Economic Team's estimate is that this work generated the equivalent of 27 'person-years' of employment.

11.18 Dorset County Council examined the project, its funding and existing contribution towards the local economy and also undertook an Economic Impact Assessment of the Swanage Pier Restoration project to assist with the bidding for external funds. It estimated that 42 direct and indirect jobs are supported in the economy as a result of visitor spend. The project also safeguards the existing businesses on the Pier, employing over 60 people.



11.19 The Economic Assessment concluded as follows:

“Should the full potential of this project be achieved, it would lead to an...overall total of £3.6 million demand for output would be generated in the Dorset economy.”

The report also stated that..”The loss or closure of Swanage Pier would result in a direct loss of 37 Full Time Equivelant jobs in the wider economy, with a direct loss in Gross Value Added to the local economy of £1.3 million.”

11.20 From a geographical perspective, Swanage as a resort town can be considered in the context of the ***‘Butler Model’***. This looks at the way that tourist resorts, grow, develop, flourish and then potentially decline and/or rejuvenate themselves, in a cyclical manner. This reflects how resorts change over time, as well as the changing demands of the tourist industry. The Model describes a series of stages as follows:

- 1. Discovery Stage;*** visitors encounter the resort and enjoy it, so make return visits.
- 2. Growth and Development Stage;*** the resort develops in response to demands and economic opportunities, to expand the tourism ‘offer’ to visitors with various ‘attractions’.
- 3. Success Stage;*** a period of stability, when the resort continues to enjoy success, but perhaps stabilises, in terms of visitor numbers and development.
- 4. Problem – Stagnation Stage;*** visitors start to diversify their interests, widen their horizons of travel, with the result that the resort starts to decline and do not keep pace with changing demands, aspirations and trends. The traditional two week summer ‘family holiday’ market may no longer be attracted to the same degree and so visitors at this key time, decline.
- 5. Decline or Rejuvenation;*** The resort continues to decline, businesses may close, reduced visitor numbers mean that tourist business have less money to reinvest and so facilities decline further in quality, which in turn means less visitors come and the reputation of the resort is damaged....***Or.....***

The resort, its tourist businesses and other players recognise that it needs to change, so they develop a new strategy and action plan to attract different types of visitors, at different times of the year, focusing on new markets. This may for example include, younger couples or older age groups, perhaps promoting short, ‘out of season’ breaks as much as, or instead of the main summer season period. This might also involve developing festivals and events, to attract visitors at different times of the year, to generate excitement and unexpected activities. Promotion of these events to potential wider audiences is clearly essential if new visitors are to be attracted at different times of the year and to raise awareness of the diverse range of events that take place.

Photographs of the Pier - 'After' Restoration and Regeneration

Marine Villas with Glazed Extension

Photograph - Donald Michael Chambers



New Bay Side Elevation



Bay Side Elevation Restored & New Entrance Doors

Photograph - Rena Lang Swanage Pier Volunteer



New Entry Kiosk on the Pier



New Decking

Photograph – Rena Lang Swanage Pier Volunteer



Some of the New 'Greenheart' Piles & Lower Decking



Bistro 1859



Bistro 1859 Seating



Divers Finds from Wreck in Bay



Part of Removed Pile
Attacked by The Gribble Worm!



New Retail Shop



Swanage Pier - Restored

Photograph – Mark Bauer -Via Swanage Pier Trust

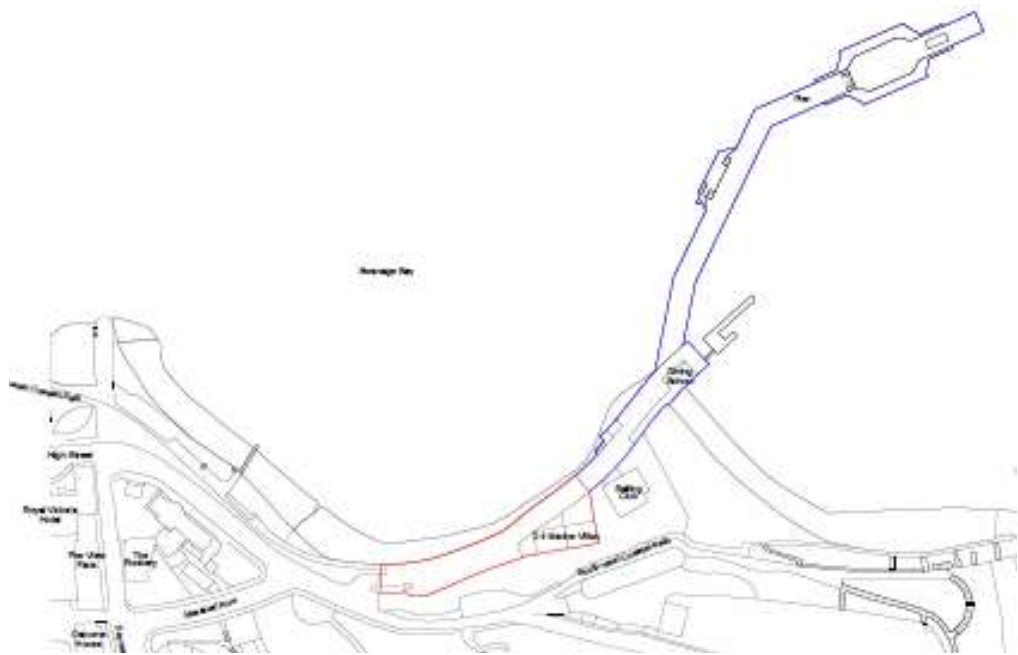


<https://www.swanagepiertrust.com/>

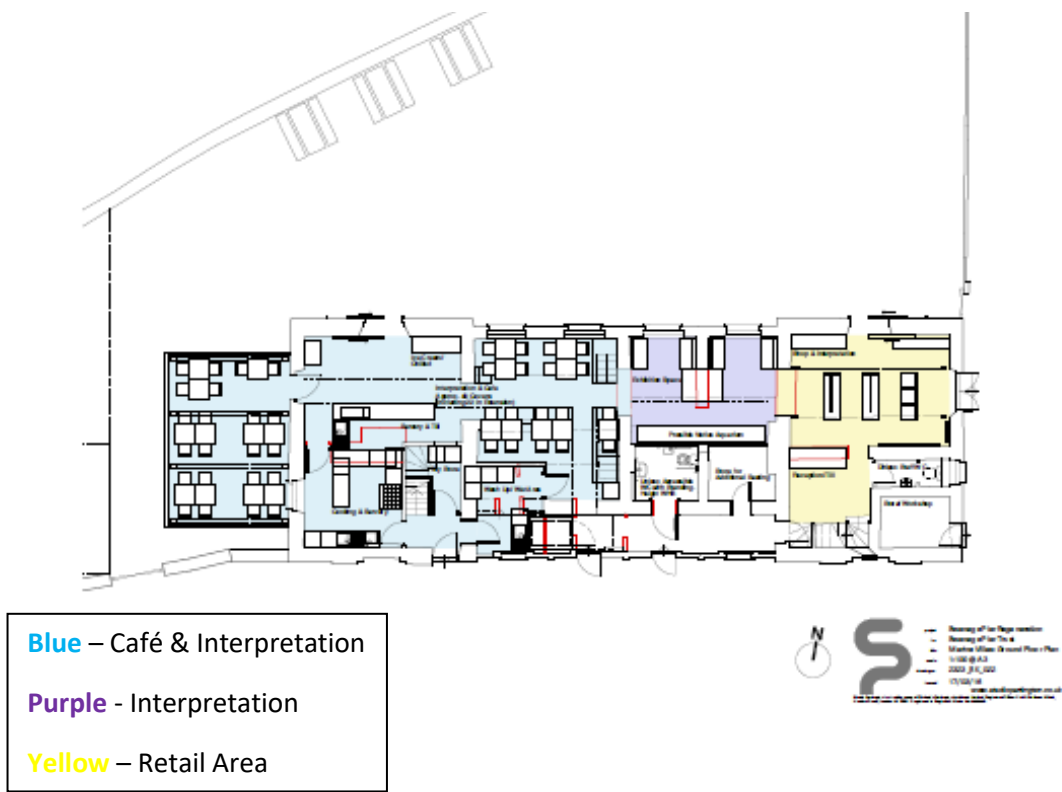
Site Plan [Studio Partington Architects]

Red Outline – Planning & Listed Building Application Boundary

Blue Outline – Other Land Owned by Pier Trust



Plan Showing Different New Uses within Marine Villas [Studio Partington Architects]





Official Opening Ceremony 3 April 2019 – Timothy West



Some of the Many Supporters



12 Role Play Cards

Swanage Pier Regeneration- Role Play Card 1 - Pier Trust Chief Executive	
	<p><i>"I'm Ben the Pier Trust's Chief Executive and I am responsible to the Board of Trustees, who tasked me with delivering this regeneration and restoration of the Pier and Marine Villas. This was a daunting task, as at the outset, we did not have the money to deliver the project; which meant we had to raise £2.2m. That was a real challenge. In the end, there was over 15 different sources of funds and contributions, ranging from over £1m to a few pounds and we are very grateful to everyone who supported the project.</i></p> <p><i>As the Pier and Marine Villas are both 'Listed Buildings', we also had to ensure that we obtained all the right consents and protect the heritage assets. At the same time, we knew that changes had to be made to Marine Villas so that it would become a much more attractive place for tourists and local people to visit and enjoy the whole Pier experience.</i></p> <p><i>It was inevitable therefore that we would have to alter the listed building and there were some challenges and difficulties with that, as there were some differences of opinion with the Council's Conservation Officer. I was lucky in that we appointed a good team of people, not only to help develop and manage the project, secure the funding and planning permissions, but also to ensure that all the works on the site were implemented properly, on time and within budget. This was all one large juggling act!</i></p> <p><i>One lesson I have learnt personally from being involved in a project such as this, is that it all takes a much longer time that you think at the outset. From the initial idea to final completion of the Pier Restoration project took almost 6 years. Patience, perseverance and tenacity were all importantas well some good luck! "</i></p>
Swanage Pier Regeneration - Role Play Card 2 - Project Manager	
	<p><i>"My role in the project was to act as overall coordinator from the start of the project through to the start of the construction phase, when a building project manager took over. This involved working closely with Trust CX and other professionals appointed to deliver the various aspects the development phase of the project; architects, planner; surveyors etc. My job was also to work with others in the team in raising the funds for the project, especially the Heritage Lottery Fund [HLF] grant which involved a complex 2 stage process and which involved preparing the detailed case in support of the project, demonstrating that there was also other 'match funding' available and working up the business plan, to demonstrate that the scheme would be economically viable, into the future.</i></p> <p><i>At the beginning of projects such as this when so much money has to be raised, it makes you wonder whether it will ever happen. So it is doubly satisfying when all the elements do come together. Inevitably compromises have to be made, but it is great when the completed scheme can be seen, appreciated and enjoyed by everyone.</i></p> <p><i>It was a great team effort and I hope the Pier will now be on a sound footing and enjoy its success, contributing to Swanage's economy and quality of life for many years to come."</i></p>

Swanage Pier Regeneration - Role Play Card 3 - Fundraiser for Project



"My job for the Pier Trust was to work with others in the Project Team to raise the funds for the project. As well as a major bid to the Heritage Lottery Fund, the government's Coastal Communities Fund and the Dorset Local Economic Partnership, bids were submitted to a large number of charitable organisations and I am pleased to say that we were successful with some, if not all. These organisations all have their own criteria and priorities and every bid had to be 'tuned' to try and match their individual criteria, which took some doing, with complex forms having to be filled in and financial information presented in each case.

Over £1m was secured from the HLF and this was a 2 stage bidding process. Fortunately after being successful at stage 1, they did provide some funds rely on to help with the stage 2 bid which meant that the Pier Trust had the money to employ the experts it needed to develop the final project and plans.

I was also involved in setting up an on-line local crowdfunding page and this helped secure funding from many local people which was great way for the community to become actively involved in the project. The Pier is much loved in Swanage and local people would have been devastated if the lack of funding ultimately meant that the Pier would have had to close.

This would have severely damaged Swanage's reputation and image, so it was great that all the money was raised from over 15 different sources, to enable all of the work to be completed. I am really proud to have been part of the big team, with everyone playing their different part in making it all such a success."

Swanage Pier Regeneration - Role Play Card 4 - Pier Volunteer



"Hello; I have been a volunteer at the Pier for the past 5 years and my husband is also a volunteer. I helped look after the old shop and café and he manned the gated and collected parking fees. We enjoy it so much and have made lots of friends. When the idea of refurbishing Marine Villas has first mentioned, I was not too keen as I loved it as it was, with the previous old exhibitions which were very quaint.

We had a number of what were called 'stakeholder engagements' and volunteer events where we were asked for our views on what was good about the Pier and what areas we thought should be improved. When we listened to what some other people had to say, it did make you realise that the Pier and Marine Villas did need to be improved and to change the way it operated.

For example we used to charge people to come onto the Pier at the front gate. I realise now that this put some people off and also stopped them coming to the café and exhibition in Marine Villas. We now have a freely open gate and they have moved the charging point and only charge if people want to go onto the wooden pier itself.

This makes the whole place much more friendly, accessible and open to all, which has to be a good thing.

Although my role has changed at the Pier, I think the new exhibition, shop and café are excellent. I now meet my friends there for coffee or lunch in the 1859 cafe, even if I am not volunteering and the shop is great for buying gifts and souvenirs when we have family staying. Swanage is a great place to live and I love being part of the Pier Trust's work."

Swanage Pier Regeneration - Role Play Card 5 - Student on Field Trip



"Hi.....We went to Swanage on a Geography field trip in March. It was a lot of hard work, but we really enjoyed it. One of the projects we looked at was the Regeneration of Swanage Pier, where we had to compare our first impressions of the Pier with information we were given about it looked before the project was completed. We then had to assess whether what had been done contributed towards 'sustainable development' - though I wasn't sure quite what that meant to start with!

We were told that the historic buildings had received grants to do them up and comparing what we saw with the older photographs made you realise what the changes had been.

Even though it was March, it was a nice day and we were surprised how busy it was, with quite a lot of visitors, some of whom I guess were locals, even though most of them were old.

What this project taught me is that you can't always tell what has goes on in an area by first impressions; you've got to really look in more detail to understand how a place like Swanage Pier has changed over time.

We looked out some old photograph that showed how it was before and I have to say that the new visitor centre and café at Marine Villa do look much better than it was before the work was done and we could see how things have changed. The piece of wood from one of the old Pier supports on display in the centre that showed how it had been eaten by the gribble worm was awesome!

Places like Swanage have got to rely on tourism, and that doesn't just mean the beach as people are looking for something different these days, and the Pier helps to add interest to Swanage, particularly when it's out of season. There do seem to have been improvements for local businesses, old buildings and the local community but it's also kept the character of the area; I suppose that's what they mean by it being sustainable development.

There a kayak school based on the Pier so I wouldn't mind coming back again in the summer with some of my mates to have go at that and do some fishing from the end of the Pier. There are lots of camp sites nearby, where we could stay, so it could be a laugh".

Swanage Pier Regeneration - Role Play Card 6 - Wildlife Trust Advisor



I was asked to advise the Pier Trust on the nature conservation value of the seabed in Swanage Bay and especially underneath the pier, which is special habitat, as it is a sheltered area. At the Dorset Wildlife Trust we have a considerable amount of information about the marine environment all along the Dorset Coast.

The Swanage Bay area is part of a 'Marine Protected Area' so we knew that it would be of conservation interest. Our records show and we know from diving the area that this particular part of Swanage Bay near the Pier contains a plant called Zostera or Eel Grass. Although it is of some importance in its own right, it is especially important, as it provides a habitat for seahorses to breed in the summer. They are protected species and quite rare.

We therefore advised the Trust that as it had to replace the wooden piles that support the Pier, then this work should not be undertaken between May and October, when the sea horses were likely to be present and breeding.

Although they were not obliged to do so, I am very pleased that the Trust as a responsible Harbour Authority for the marine area beneath the Pier, arranged for the contractors to do the work only outside this summer period. This clearly made it harder for the maritime contractors as doing the work in the winter months was not ideal, due to the poorer weather conditions.

However all went well and I am very pleased that the necessary works were able to be completed to the Pier, at the same time as protecting the seahorses' habitat. For me this is an example of good partnership working and a development that is 'sustainable'.

Swanage Pier Regeneration - Role Play Card 7 - Longstanding Local Resident



I have lived in Swanage all my life and liked it how it was years ago. I used to work in the quarries up at Langton, but am retired now. There's been a lot of change over the years and not all of it for the better in my view. There seem to be lots more cars than there used to be, when people tended to come by coach. They all drive round the town now looking for somewhere to park and you can hardly cross the road, without getting run over.

I tend not to go to my favourite pub in town in the summer as it's too busy and you can't get served, what with all the crowds. I prefer it in the Winter when it's quieter. Mind you, I've noticed there a lot more visitors in the Spring and Autumn compared with years ago. I know it's good for business and my daughter works in tourism, but I like it best when they've all gone home.

I do go fishing down the Pier, as I always have done and they did need to repair the wooden piles. I see they've done up the old café and exhibition area which I used to like. There a fancy café there now, and of course it's all more expensive than it used to be. They seemed to have changed all the exhibits; I couldn't see the old diving equipment in there, like there used to be, which is a shame. I liked that.

I suppose I just don't like change that much and remember the old days when me and my mates used to go jumping off the end of the Pier when we were kids. I don't suppose it's allowed nowdue to 'Health and Safety'!

Ah well.... times change I suppose.

Swanage Pier Regeneration - Role Play Card 8 - Council Conservation Officer



I work in the Planning Department and advise on the impact of development plans on listed building and conservation areas...known as 'Heritage Assets'. I was involved in pre-application discussions on the plans for Marine Villas and expressed my views at that stage. At the outset I was concerned about removal of historic windows in the front elevation and also commented that there was an excessive amount of internal works proposed; removal of walls, chimney breasts and other structures. I told the Pier Trust that a proper Heritage Impact Assessment has to be prepared if they wanted to try and justify all the alterations and demolition.

When the listed building and planning applications were submitted I still had serious concerns about some of the design aspects. The element of most concern was the removal of 2 historic sash windows on the ground floor of the north elevation and their replacement with large glass panel doors. These 20 pane sash windows appeared to be original elements of the building design and key features of the architectural design/appearance of the sea-facing elevation, so were important aspects of the historic fabric of the building. I also had some concerns about the large modern glass extension on the side of Marine Villas.

In my view, the planned removal of the windows would cause clear harm to the listed building and that, architecturally, the character of the elevation would be damaged by the visually obtrusive modifications of the window openings and the installation of doors which did not represent traditional means of closure and so were not innovative, interesting or complimentary additions. I advised that a more sympathetic means of access via the proposed modern extension and by modifying the existing entrance on the west elevation should be considered.

I therefore expressed concern that the proposed design would harm the fabric and the architectural and historic character and interest of the listed building and the contribution it makes to the conservation area. I also stated that in my view, this harm could not be justified on the basis of the general public benefit this might deliver in terms of the improvement of the pier area, employment, income or accessibility, since more or less the same general benefits could be delivered by what I considered to be a more sensitive design.

Whilst some changes were made to the plans, I was still not happy with the final decision that my planning colleagues made to approve the applications. They maintain that they have a lot of factors to consider and weigh in the balance, when making decisions and when there are sometimes conflicting views and opinions. Whilst this may demonstrate that considering planning and conservation issues are not straightforward, but require a high degree of professional judgement, I still wasn't happy with the outcome.

Swanage Pier Regeneration - Role Play Card 9 - Council Planning Officer



My job in relation to the Swanage Pier project was to assess the planning and listed building applications that were submitted for the Marine Villas part of the scheme by the Trust's Architects and Planning Consultant. We agreed that the replacement of the wooden piles did not need Listed Building Consent from the District Council Planning Authority as they were 'like for like' repairs and that they did not need Planning Permission, as they were located not on land, but were based in the sea, so below 'low water mark', where the land based planning system does not operate.

I had to take account of the fact that Marine Villas was a listed building and so consulted our Conservation officer. I also considered policies in the National Planning Policy Framework, the Purbeck Local Plan as well as the Swanage Town Plan, so a lot of policies to take into account!

I was aware that the District Council was supportive of the regeneration of Swanage and it was clear that the restoration of the Pier was very much in line with the Council and Local Plan's economic regeneration and tourism policies and that to allow the Pier to deteriorate would have been damaging to Swanage as a whole.

The key issue for me therefore was the views of the Conservation Office on the heritage asset as he expressed serious concern that two of the original front windows were to be removed and replaced by modern doors. Nor did he support the removal of walls and chimney breasts, which the Pier Trust and architects proposed, to enable's the new interpretation area, café and shop to operate to acceptable standards and to meet health and safety requirements. Whilst the Conservation Office noted that the modern extension did not really complement the historic building, he did not raise an objection.

Having taken account of all views expressed and the relevant policies, on balance, I concluded that whilst the proposal would cause some harm to the fabric and architectural and historic character and interest of the listed building, that this would be 'less than substantial' and this was weighed against the public benefits of the project. These included: the rejuvenation of the use of the building for enhanced public accessibility and use; improved access for people with disabilities; enhanced educational facilities; improvement of the pier environment; enhanced interpretation facilities; economic benefits of job creation within the new café; the improved retail facility and improved economic viability of the premises, due to longer opening hours and improved visitor attractiveness.

We also recognised the contribution that the proposal made to secure the longer term, wider objectives of the Pier Trust's comprehensive Pier Regeneration Plan. Planning conditions were included to ensure appropriate design details for the extension, building openings, hard and soft landscaping and design details such as lighting and vents.

My conclusions and recommendation to approve the applications was supported by my senior Team Leader and the applications were approved. On this occasion, the applications did not have to be considered by the Council's Planning Committee, as they were what are called 'Delegated Decisions' made by Senior Planning Officers.

13 Questions and Tasks

All of the 'answers' to the questions below should be able to be extracted from the resources provided, which will also assist with completing the 'tasks'. Clearly the amount of information and resources provided to students at the outset, will be at the discretion of teachers and this will depend upon the study level that students are at and their abilities.

- 1 Why is it important that Swanage retains the Pier as a tourist attraction?
- 2 What are the benefits to tourism and the economy of conserving and reusing historic buildings?
- 3 Design a poster for the Pier Trust promoting a '*Pirate Festival*' to be held at the Pier in the summer, to attract both local people and visitors
- 4 What do you understand by the term 'Sustainable Development' and how do you think the regeneration and restoration of the Pier and Marine Villas might contribute towards sustainable development?
- 5 Complete the Bubble Diagrams provided to identify the problems facing the Pier and Marine Villas, before the regeneration project and solutions after the project was completed. Compare your answers with the completed diagrams provided.
- 6 Prepare a Press Release for issuing to the local newspaper and for use on social and other media, in an appropriate 'promotional' style, announcing that the work on the Pier Restoration project has finished and explaining what is on offer and why people should visit the Pier and Marine Villas. Include some 'quotes' from the Pier Trust's Chief Executive.
- 7 For those students on a field study visit, carry out the Visitor and Non-Visitor surveys, using the templates provided and/or develop your own questions.
- 8 Using the results of the visitor surveys undertaken included in Appendix 7, plot the home locations of the visitors on a map to illustrate Swanage's visitor catchment area. Group together some of the positive and negative survey results that are similar and present them in a histogram or bar chart.
- 9 Using the Timeline in the Swanage Pier website, and the Summary, Facts and Figures provided in Appendix 1, set out your own version of the timeline for the Pier, with some illustrations, based on the historic photographs on the website. <https://www.swanagepiertrust.com/timeline>
- 10 Based on the five stages of the Butler Model and using the timeline information and other resources/evidence in this case study, identify, describe and justify the stages that Swanage may have gone through and where you consider the resort is now, within the Butler Model cycle. Illustrate this on a graph.
- 11 Regeneration involves a range of players (landowners, planners, developers, pressure groups; local people) who attempt to modify places to make them more productive and attractive places to work and use for leisure. Create a table using the role play cards to summarise the views of each individual or group.

- 12 Having considered the views of the Conservation Officer set out in the Role Play Card, what decision would you have made if you were the Planning Officer, setting out the reasons for your decision.
- 13 Taking on the role of the Trust's Chief Executive, prepare a report for the Pier Trustees Board at the end of the project, summarising the role of the various professionals involved, explaining the financial and other benefits of the scheme to the Trust and commenting on the Council's decision on the Planning and Listed Building applications.

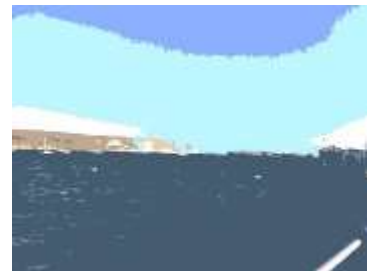
Social Media Accounts

<https://www.swanagepiertrust.com/>

<https://www.facebook.com/swanagepier>

<https://www.instagram.com/swanagepier/>

<https://twitter.com/SwanagePier>



Appendix 1

Swanage Pier Timeline - A Tale of Two Piers

- 1859/60 The original Swanage Pier was constructed by James Walton of London for the Swanage Pier and Tramway Company. It soon became clear that the Pier was unable to cope with the ever increasing traffic and it was decided a new and longer Pier was needed.
- 1895 Construction on the “new” pier began
- 1896 The first paddle steamer arrived at “new” Swanage Pier, the PS Lord Elgin & the last paddle steamer was the P.S. Embassy
- 1897 The new pier officially opened to traffic
- 1927 By now the Gribble worm had caused much damage by eating away at the wood, that concrete cladding had to be added to several of the badly eroded timber piles.
- 1940 The landward end of the Pier was blown up as a wartime anti-invasion precaution
- 1948 The blown-up section was restored and steamer traffic was temporarily revived
- 1966 Steamer services discontinued. The last paddle steamer alongside Swanage Pier was The Embassy and the pier deteriorated for almost 30 years and eventually closed.
- 1976 Grade 2 listed status awarded
- 1994 The Swanage Pier Trust acquired control of the Pier Company, with the aim of keeping the Pier open to residents and visitors and providing for its eventual total restoration.
- 1995 The Friends of Swanage Pier was formed to raise funds for the pier.
- 1998 Swanage Pier re-opening ceremony

Source Swanage Pier Trust Website

Swanage Pier - Some Other Facts and Figures

- The original Pier was built primarily for shipping the local Purbeck stone to London
- The original Swanage Pier was opened by John Mowlem
- Horses were used to pull carts along the narrow gauge tramway which ran along the Pier and seafront
- The tidal rise and fall at Swanage Pier is 2m (6.5ft)
- Some species of fish caught from Swanage Pier are Wrasse, Pout, Mackerel, Bass, Dog Fish
- There are 19 lampposts along the pier, each one has been designed to look like an original Victorian lamppost.
- There are over 800 brass plaques on the pier. Sponsorship of a plaque is available for £50.

Appendix 2

Swanage Pier Restoration - The Planning, Development & Implementation Process





Appendix 3 - Swanage Pier – The Development Teams

The Development Teams Involved in the Planning, Design of the Project and raising of the required £2.2m funds to enable the project to be implemented. This required a different set of experts and skills, compared with the team that was later involved in actually undertaking the construction and restoration work.

The 'Bubble Diagrams' below illustrate the range of skills and professionals involved at the two separate stages. It will be noted that some, such as the architects were involved in both stages; designing the alterations to Marine Villas and then helping to oversee the construction work.

The Project Teams

Project Client: Swanage Pier Trust, who commissioned and paid the teams of professionals employed to deliver the project;

Project Planning, Development & Fund Raising

Project Management, Fundraising: Heritage & Leisure;

Project Management, Fundraising & Planning: Footprint Futures – Planning & Regeneration;

Architects: Studio Partington;

Community Engagement & Fundraising: Louise Stewart;

Conservation Statement: Holland Heritage;

Marine Environmental Appraisal: Dorset Wildlife Trust;

Interpretation Planner: Carol Parr;

Interpretation Designers: Wallis Agency

Access Matters Engagement and Activity Consultant: Lucy Johnston;

Team Planning the Project



The Team Implementing & Constructing the Project

Architects: Studio Partington;

Structural Engineer:

Integral Engineering Design; M and E Engineer: Peach Maclean;

Cost Consultant: Trevor Humphreys Associates;

Marine Engineering: Richard Fenton;

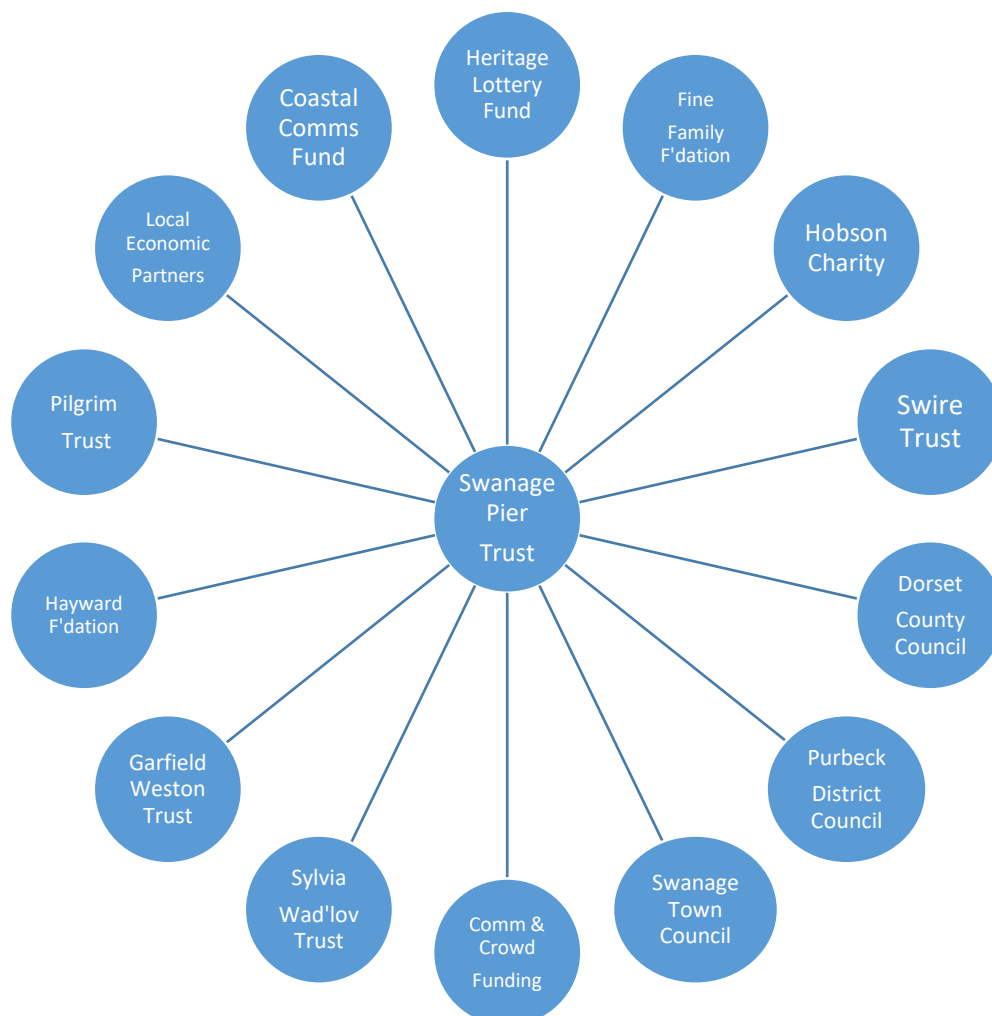
Marine Villas Contractor: Greendale;

Pier Contractor: TMS Maritime.



Appendix 4 - Swanage Pier Project – Funders

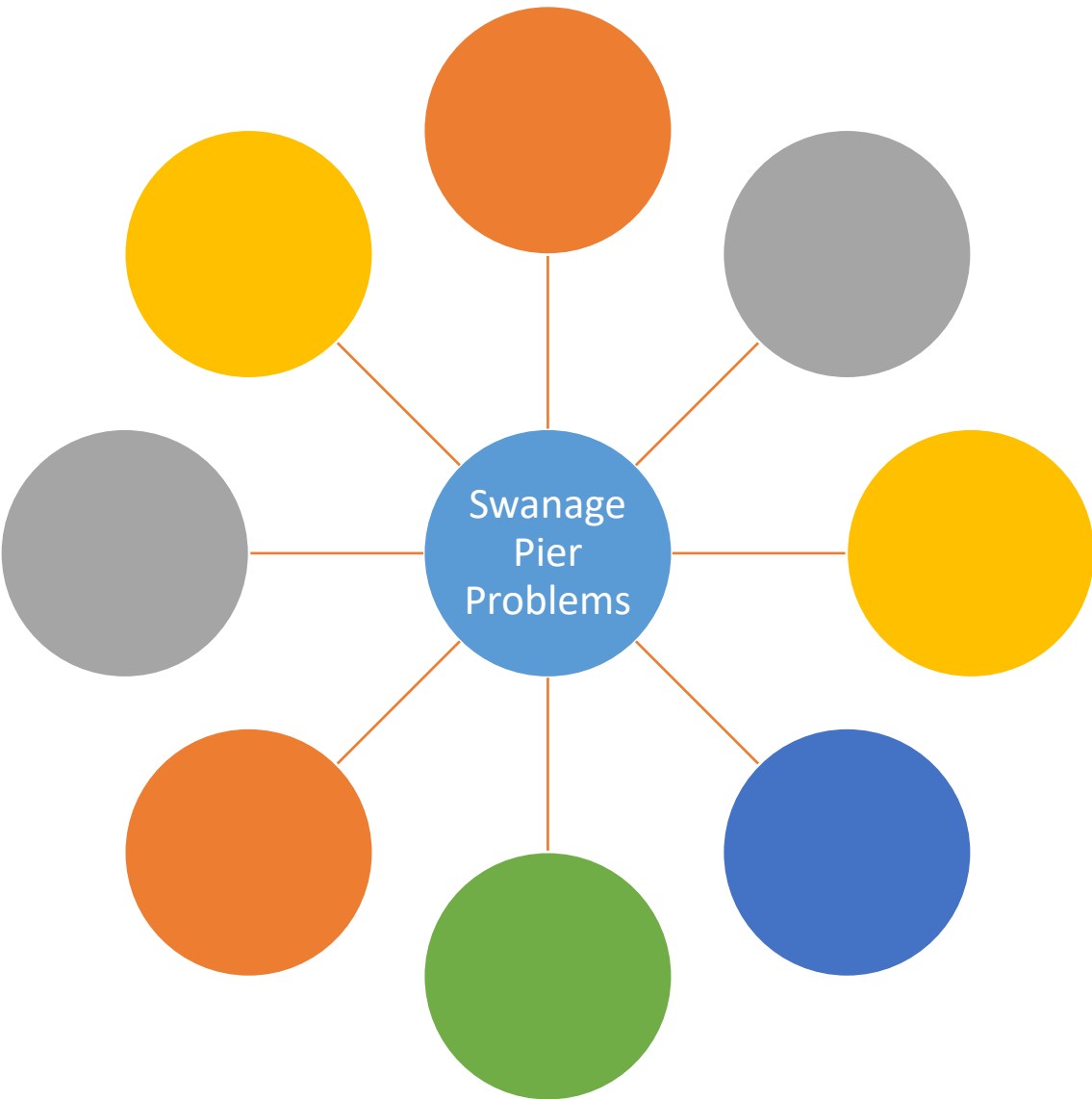
Swanage Pier Trust;
Heritage Lottery;
Fine Family Foundation;
Coastal Communities Fund;
Dorset Local Economic Partnership;
Dorset County Council;
Purbeck District Council;
Swanage Town Council;
Charles Hayward Foundation;
Garfield Weston;
The Hobson Charity;
Swire Charitable Trust;
Pilgrim Trust;
Sylvia Waddilove Trust;
Community Fundraising/Crowdfunding.



Appendix 5 – Players/Stakeholders & Consultees

- Swanage Pier Volunteers
- The Friends of Swanage Pier
- Divers Down
- Pierhead Watersports
- Dorset Kayaks
- Angling Clubs/Associations
- Boat Operators
- Swanage Town Council
- Swanage Local Plan Steering Group
- Swanage Museum
- Swanage Sailing Club
- Swanage Railway
- Purbeck District Council
- Dorset County Council
- Swanage Town Partnership
- Swanage & Purbeck Hospitality Association
- Tourism Information Centres
- Swanage Coastal Change Group
- Wessex Water
- Environment Agency
- Local Plan Steering Group
- Durlston County Park/Heritage Centre
- Heritage Lottery Fund

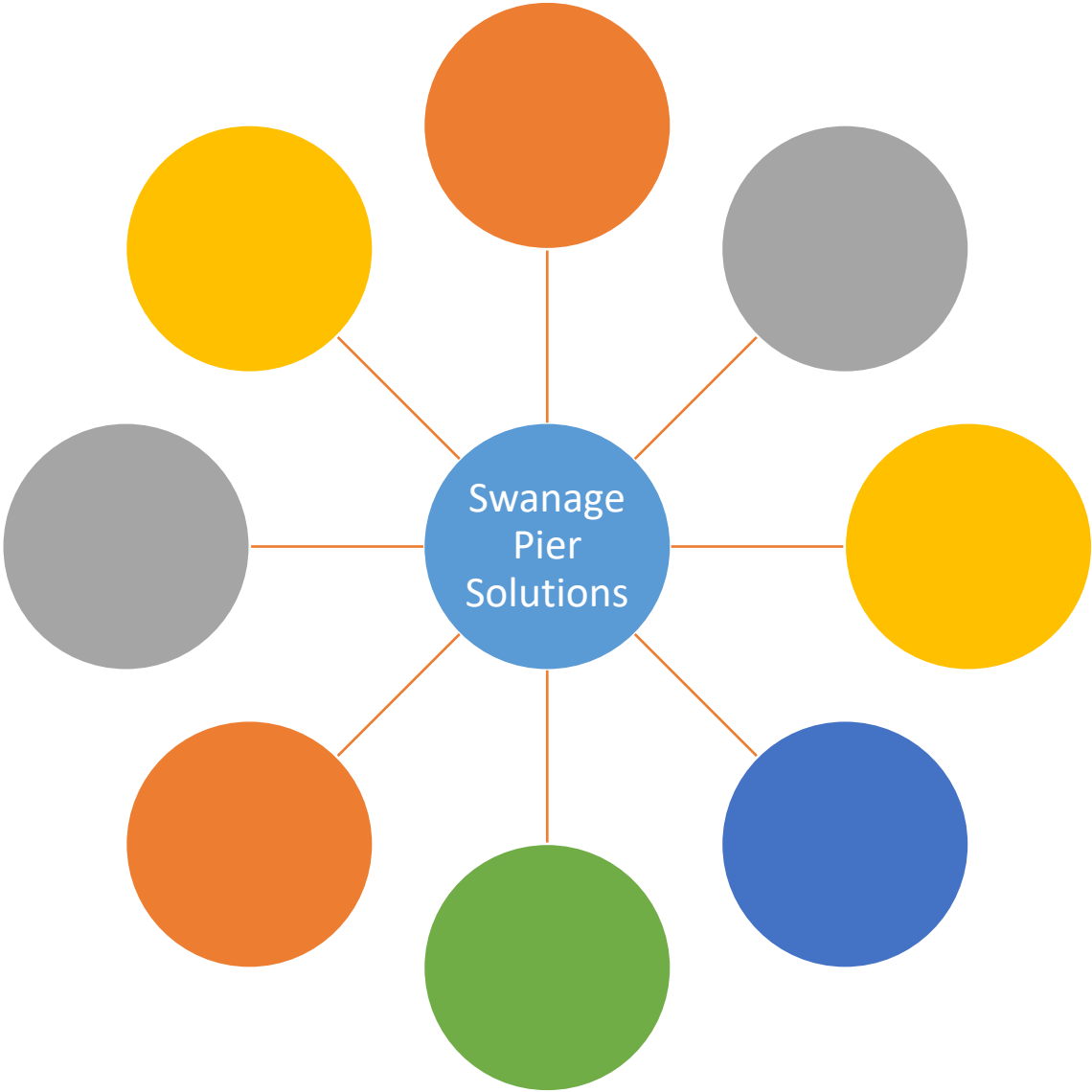
Appendix 6 – Blank & Completed Bubble Diagram
Swanage Pier Problems - Before



Swanage Pier Problems - Before



Swanage Pier Solutions - After



Swanage Pier Solutions - After



Appendix 7 - Example of a Short Visitor Survey Questions

Visitors to the Pier and/or Marine Villas - [Based within the Pier environment]

- 1. *What is your home location?***

- 2. *Are you on a day visit to Swanage or staying?***

- 3. *What is the main purpose of your visit today?***

- 4. *How did you find about the Pier***

- 5 *After today's visit, how would you rate the overall experience on a scale of 1 to 5 with 1 being very poor and 5 being very a good?***

- 6 *Was there anything you particularly liked about the visit?***

- 7 *Was there anything you particularly did not like about the visit?***

- 8 *What are your thoughts on improvements that could be made?***

- 9 *Would you come to the Pier again and/or recommend a visit to friends?***

Non-Visitor Survey

[Based outside the Pier entrance - people who turned away from the Pier]

- 1 *What is your home location?***

- 2 *Are you on a day visit to Swanage or staying?***

- 3 *What was the Reason for you not visiting the Pier Today?***

Swanage Pier Trust - Pier Regeneration project - Pier Visitor & 'Non Visitor' Surveys

The survey was undertaken outside the Pier entrance and involved interviewing both those who had visited the Pier and those who came to the entrance, considered whether to enter and chose not to.

Date: 30 May 2014	Weather: Cloud & Sun	Time: 14:00-15:00	Location: Outside Pier Entrance
-------------------	----------------------	-------------------	---------------------------------

Visitors to Pier: Feedback

No: People in Group:	Home Location	Comments: <i>'How did you enjoy your visit to the Pier etc.'</i>
4	Poole	Liked the brass plaques, did not visit shop or exhibition
2	Surrey	User friendly, liked the views and sunny aspect. Did not visit shop or displays. Liked map of wrecks in Divers shop, wouldn't change anything
5	London	Charges OK for adults but noted that children were free. [suggestion was that if not they may not have visited]. Enjoyed the visit
2	North Dorset	Day visit, been to Pier fishing which enjoyed. Did not visit shop of exhibition
4	Hemel Hempstead	Pier is fantastic, liked the plaques, visited shop and exhibition, loved it all. Unlike Bournemouth Pier which they did not like as too commercial.
2	Sussex	Enjoyed visit. Liked the plaques. Used cafe. Liked fact it was not commercialised.
3	Reading	Thought Pier was 'quaint'. Liked the plaques, exhibition and models. All part of what Swanage has to offer. Regular visitors to the town
2	Midlands	Friendly volunteer, very welcoming. Charge fine, liked watching the fishing and crabbing. Also visited the shop and exhibition, all lovely and clean WCs.
2	Oxford	First time visit. Liked the plaques and exhibits, but need more information about the pier and its history.
2	Devon	Really nice Pier. Catering and shop need upgrading. Expected local food etc. Didn't see/look at exhibition
3	Brighton	Really good, not commercialised, liked the fishing and seating and different levels on Pier, food very limited and did not visit exhibition....unaware of it.
4	Bristol	Spent three quarters of an hour on Pier, thought it good value – watched the people fishing and thought plaques were interesting Didn't go inside Marine Villas. They were interested in coast and daughter explained headlands, bays etc
2	Taunton	Thought visit was good, spent half an hour, they were surprised to have had to pay. Their first time on the Pier although been to Swanage before. They didn't go inside Marine Villas but liked the plaques. Thought staff friendly. They liked the wrecks panel on Divers Down and wanted more information.
2	Christchurch	Came over on the bus, loved it. Daughter was getting married so were thinking about getting a plaque for them. Thought staff were helpful. Could see that the Pier needs lots of money for upkeep – may become a volunteer in future
2	Bath	Came down from Bath for a day trip. Though Pier was excellent and strolling fee OK. One idea – could plaques be one way round on the way up the Pier and then on other side, other way around so they can be read easily when walking both ways? They eat elsewhere in the town when coming to Swanage. Food offer at Pier is poor. Kids love the old fashioned penny slot machines

Non Visitors to Pier: Feedback

No: People in Group:	Home Location	Comments: <i>'What was the Reason for you not visiting the Pier Today'</i>
2	Bath	Charge in principle, consider the Pier to be part of the seafront like other resorts, [Weymouth], expect to be free. Accept that there are charges for car parking.
2	Swindon	Not interested in pier but fee wouldn't put them off visiting in principle
2	Bath	Might go in if knew what it was, Pictures at front would help, fee itself not so much the issue...but what is on offer?
3	Bournemouth	Been before, just in town for the afternoon, don't want to go on Pier again
4	Southampton	Been on Pier before, not clear what the charges are for. Live in Bournemouth, so going on Pier is not special, but wouldn't like to see amusements there.
2	Surrey	Commented on charges and that it was not free. Go to Brighton & Pier there which is free, but recognise that there are commercial activities there unlike Swanage, but charges put them off going onto Pier as only visiting for PM
2	Swanage	Live locally and came to purchase annual ticket for Pier
8	London	Charges put them off visiting. Wanted to just visit and see a family related plaque. Only wanted 20 minute visit. Not happy at all.
3	Bristol	Not sure what charge was for. Didn't really want to, or expect to have to pay.
3	Reading	First time to Swanage, parked on Pier but not interested to visit
2	Lyme Regis	Charging right at the entrance gate is off putting. What are we paying for? Thought we could just continue walking on the seafront and have cup of tea at the café over there. Can't actually see the Pier from here, it just looks like a car park. It all needs sorting out and regenerating!

Appendix 8 - Newspaper Press Reports

Bournemouth Daily Echo February 2018

Local Construction firm appointed to work on historic Swanage Pier Marine Villas as part of a wider £2.2m restoration project

The Swanage Pier Trust project will eventually see the villas and the pier, which are both Grade-II listed, renovated.

Although Swanage Pier itself has existed since 1859, the current pier was opened in 1897, with the Swanage Pier Trust acquiring it 1994.



Government funding has previously enabled repairs to the pier structure itself, but now this major restoration project - taken on by Greendale Construction - has commenced at the two-storey Marine Villas site.

Ben Adeney, chief executive of Swanage Pier Trust confirmed: "We are now able to get underway with the Swanage Pier regeneration plans, thanks to the incredible support of the local community, the Heritage Lottery Fund, trusts, foundations and local authority. "We are delighted that the Marine Villas restoration project is in the experienced hands of Greendale Construction who will create an amazing area for the local authority."

The work will include construction of a new partially glazed structure extension, forming a new seated cafe area and internal alterations to facilitate new toilets, a commercial kitchen, and a platform lift to first floor offices.

Repairs and alterations to the structure of the building will also take place, with the introduction of load bearing glass floor panels to allow viewing of the historic saltwater baths below the ground floor.

Greendale Construction director Rob Hooker said: "Greendale is delighted to be on-board with this exciting and historically important restoration of the Swanage Pier Marine Villas. "The work, which is due for completion in July 2018, will not only bring back to life this Georgian building, but also bring in many new visitors to the area, who will be able to learn more about the history of Swanage Pier and the Marine Villas."

Works begin to transform historic Swanage pier villa into new visitor centre

Work has started to restore a 190-year-old building and transform it into a new visitor centre and café. Greendale Construction Limited has started work at Swanage Pier Marine Villas as part of the Swanage Pier Trust's restoration project.

The Grade II listed Marine Villas is a Georgian villa which originally contained new, fashionable cold salt-water baths but was soon converted into a private dwelling.

Although Swanage Pier itself has existed since 1859, the current pier was opened in 1897, with the Swanage Pier Trust acquiring it in 1994.



Government funding has previously enabled repairs to the pier structure itself and now, thanks to the Heritage Lottery Fund, Coastal Community Fund, Dorset County Council, Purbeck District Council, trusts and foundations, a major restoration project has commenced. Greendale will undertake a general refurbishment of the existing two-storey Marine Villas.

The works will include the construction of a new, partially-glazed structure extension, forming a new seated cafe area, and internal structural alterations to facilitate the construction of new toilets, a commercial kitchen, and a platform lift to first floor office accommodation.

Rob Hooker, director of Greendale Construction Limited, said: "Greendale is delighted to be on board with this exciting and historically important restoration of the Swanage Pier Marine Villas. The work, which is due for completion in July 2018, will not only bring back to life this Georgian building but also bring in many new visitors to the area, who will be able to learn more about the history of Swanage Pier and the Marine Villas."

Sympathetic repairs and alterations to the structure of the building will take place, with the introduction of load-bearing glass floor panels in order to allow the viewing of the historic saltwater baths below the ground floor.

New joinery fittings and doors, a reception, exhibition spaces and a shop will be created, as well as a complete redecoration internally and externally.

This is our only chance to save Swanage Pier, say campaigners as they launch crowd-funding campaign

The project - to undertake urgent repairs to the Grade II-listed structure, create a new visitor's centre with exhibition and education spaces, and install new retail and catering facilities - already has provisional support from the Heritage Lottery Fund. However, Swanage



Pier Trust need to raise £900,000 in match-funding by November this year. To date, the trust has secured £400,000 - thanks to donations and a number of grant applications. The Crowdfunding Campaign, essentially an online appeal, runs for five weeks from June 14.

Swanage Pier Trust chief executive Ben Adeney said: "We are extremely grateful for all the donations coming forward, every penny is going directly towards the match funding. "The Crowdfunding Campaign is the next critical phase in our fundraising which will take us a major step towards achieving our goal.

"It is a tense time for us because of the way Crowdfunding works, if we don't manage to get our full target funded, we don't receive any of the funds, so we would encourage anyone who has been considering supporting the appeal to visit the Crowdfunder website to make a pledge." Pier volunteers have been holding monthly collection days at the town's Co-op supermarket, and collection boxes are also in place around Swanage. The recent raffle for the 10,000th plaque at the pier raised £4,500 for the appeal.

When the trust took over management of the pier, it had been left to deteriorate for over 30 years, and the structure required significant maintenance and restoration. The trust has undertaken repairs over the years, however, a recent survey has revealed that 41 of the pier's timber piles are in a critical condition. Mr Adeney said: "This

really is our one opportunity to save Swanage Pier for future generations and we only have a short timeframe to secure the funds we need.

"The pier is an integral part of Swanage's character and a critical part of its heritage, which plays an important role in the town's appeal as a tourist destination."

Pledges receive awards including strolling passes for unlimited pier visits, personalised brass plaques and limited edition watercolour illustrations.

Visit crowdfunder.co.uk/save-swanage-pier from June 14 onwards and donate from as little at £10.

Swanage Pier Marine Villas restoration finished

The restoration of Swanage has taken a major step forward with the completion of restoration work on its 190-year-old Marine Villas.

Dorset company, Greendale Construction Limited has finished work on the Georgian villas, which now offer an exhibition space, shop and cafe with a glass extension.

Internal alterations have allowed the creation of new toilets and a commercial kitchen, while a platform lift has been installed for access to the Swanage Pier Trust offices on the first floor and the Purbeck Coast community radio station, which is due to be launched later this year.

Glass floor panels have been added to enable visitors to see the historic saltwater baths below the ground floor.



Rob Hooker, director of Greendale Construction Limited, said: "We have been delighted to work with Swanage Pier Trust and Studio Partington Architects on this exciting and historically important restoration of the Swanage Pier Marine Villas. "The newly re-opened building will bring back to life this stunning Georgian building, bringing many new visitors to the area who will not only be able to learn more about its history, but will also benefit the town's businesses and the local economy in general."

Ben Adeney, chief executive of Swanage Pier Trust, said: "We have been extremely fortunate to have had the benefit of Greendale Construction's extensive experience and expertise on this project and the outcome is incredible. Marine Villas will be an amazing location for the local community and public to enjoy for generations to come."

Swanage has had a pier since 1859, but the current pier was opened in 1897. It was acquired by the Swanage Pier Trust in 1994.

The Marine Villas originally contained then-fashionable cold saltwater baths but were later converted into a private home.

New joinery fittings and doors, a reception area, exhibition spaces and a shop have been created in the villas, while the toilet block has been altered to create disabled facilities and modernise the gents' toilets.

Funders of the project include the Heritage Lottery Fund, Coastal Community Fund, The Fine Family Foundation, Dorset County Council, Purbeck District Council, trusts and foundations.

Appendix 9: Swanage Pier Promotional Leaflet - 2018



TOP TEN THINGS TO DO

Check out the Top 10 things to do at Swanage Pier...

- Spot the Isle of Wight
- Have a go at crabbing
- Try angling
- Go bird watching
- Learn to dive
- Follow the on-Pier digital tour
- Watch the Pier story film
- Follow a trail
- See the remains of the Old Pier
- Find your favourite plaque

Clock Tower

The Wellington Clock Tower originally stood at the southern end of London Bridge. Built in 1854 at a cost of £700, it did not keep good time and with increasing traffic it became an obstruction. It came to Swanage in 1867 as ballast for the empty ships that carried Purbeck stone to London. The clock mechanism never came to Swanage.

Victorian Swanage

Railways from the London and South Western Railway arrived in Swanage in 1886. By then the town was becoming a popular resort destination for wealthy Victorians, who enjoyed the fine weather and clean air. The town previously had been rather cut off due to its valley location. The advent of the railway made the town more accessible to visitors, with direct services running from London.

World War 2

In 1940 part of the Pier was removed to prevent invasions. Removed sections were stored on the Encombe Estate at Kingston, but had disappeared when they came to be retrieved after the war. US soldiers were suspected of making off with them! Steamer traffic was revived at the Pier in 1948 but after the 'Embassy's' departure in 1966, it deteriorated for almost 30 years.

Swanage Bay Landslips

Swanage Bay exists in part due to the soft geology of sandstone and clay. These weak rocks are susceptible to constant erosion. Landslips are common and result in a regularly changing cliff face. Can you spot the sea stacks of Old Harry Rocks?

Swanage Lifeboat Station

The station was established at the request of local residents after the wreck of the brig 'Wild Wave' in January 1875. Opened on 16 September that year, the boathouse and slipway cost £525 to build, with a further £389 for the boat.

The station now has two boats, an all weather (ALB) Mersey class and a D class inshore lifeboat (ILB). The current station was built in 2015 with funds raised by the RNLI.

The First Swanage Pier

The original Swanage Pier was built between 1859 and 1861, by James Walton of London for the Swanage Pier and Tramway Company, to aid shipping of cargo and local stone. Intending to link Swanage and Langton Matravers quarries with the Pier, it included a standard gauge tramway, later altered to narrow gauge after the new pier was built. Horses pulled the carts along the tramway, which ran along the Pier and seafront. Some of the old tracks can be seen to this day, inset into the seafront walkways.

Boat trips

The Pier's extended location in the bay made it an ideal stop for regular passenger boats between Weymouth, Poole and Bournemouth. The historic paddle steamer 'PS Waverley' continues to visit Swanage Pier. A full programme of passenger trips from Poole Harbour to Swanage Pier is available throughout the summer months.

Jurassic Coast

Swanage Bay forms part of the Jurassic Coast World Heritage Site. The Jurassic Coast stretches for 95 miles and displays 185 miles of the earth's history. Swanage Bay displays geology from the Jurassic period and entire Cretaceous period. Dinosaurs found in Purbeck during this time would have included vegetarian Iguanodon and Sarcosaurus and the carnivorous Megalosaurus.