

LANSDOWNE BUSINESS DISTRICT

LANSDOWNE PROGRAMME UPDATE

Major Projects – Development Services

LANSDOWNE



The Lansdowne and its surrounding area

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1 BACKGROUND

- 1.1 In 2015 a number of stakeholders with interests in Lansdowne agreed the area needed a vision for the future in order to enhance all the positive attributes the area boasted. Due to a lack of investment for approximately 30 years, the area was failing to harness its potential and was in danger of deteriorating further.
- 1.2 The [C:Side](#) document was drafted with collaborations from Bournemouth University, Bournemouth & Poole College, Bournemouth Development Company, Bournemouth Borough Council (now BCP Council), Meyrick Estates and Redweb.
- 1.3 Lansdowne's proximity to the Travel Interchange at the north of the area makes it a key gateway to the Lansdowne, the Beach and Town Centre, all within a 10 to 15 minute walk.
- 1.4 The Lansdowne area is incredibly diverse, with corporate businesses, educational institutions, startups (particularly digital), independent traders, retail, restaurants, bars, private residences, student residences, commuters and tourists.

The Vision

- 1.5 Lansdowne Bournemouth is an exciting place where ideas, innovations, technology and enterprise flourish close to the free and relaxed climate of the beach.
- 1.6 Workers, visitors, residents and students exchange ideas and knowledge in the many vibrant streets, plazas and parks.
- 1.7 The synergy of education, places to live, dynamic workspaces and culture create an atmosphere of enterprise.

Lansdowne Bournemouth will be an exciting and attractive place to live, work, study and enjoy.

2 FUNDING AWARD

- 2.1 The missing ingredient to the area harnessing its full potential was funding and so a bid for **£28 million** (£18m plus match funding £10m), was put to **Dorset Local Enterprise Partnership (DLEP)** for Growth Deal Funding 3 (**GDF3**). A master plan for the area was drawn up and detailed in the [Lansdowne Delivery Plan](#), which explained road by road and junction by junction how the vision for the area could be delivered. The key focus was to create an attractive, vibrant and green public realm with people at the heart of the vision. This in turn would then trigger private investment into regenerating, developing and promoting the rejuvenated Lansdowne Business District as an ideal location for people to live, work, study and enjoy.
- 2.2 The **Lansdowne Business District (Lansdowne Programme)**, was awarded **£8.5 million** in **2017**. Match funding was required in order to secure the £8.5m and **£2.89 million** was agreed, resulting in a total budget of **£11.39 million**. The DLEP specified that **£900,000** was to be spent on digital infrastructure, including free Wi-fi, with a view to the area becoming a digital test bed for technology including 5G and Internet of Things (IoT).
- 2.3 Although the DLEP titled the programme the Lansdowne Business District the reality is the area boasts a lot more than simply corporate businesses and it's the diversity of the area that makes it so unique with so much potential. It is already becoming the fastest growing creative digital hub in the area as various established and entrepreneurial digital firms relocate or startup.
- 2.4 In [July 2017 Cabinet](#) approved the spending of the DLEP £8.5m funds & additional match funding required, in order to deliver the programme within the required timeframes.

3 OBJECTIVES & OUTPUTS

- 3.1 There are various objectives for the programme, most of which are long term and hard to measure. Where possible we have sought to create some short-term objectives and as such baselines before any changes take place, against which we can compare post development.
- 3.2 The Lansdowne **Vision** key objectives:
- A vibrant and dynamic place:
Where creative collisions between people, organisations and businesses of all sizes help foster innovation.
 - A smart and enterprising place:
Where businesses and education can together attract a highly skilled, knowledgeable and talented workforce.
 - A connected and networked place:
Places for people to meet and exchange ideas with superfast technology and great transport links.
- 3.3 **DLEP** key objectives:
- Deliver a **Place** that encourages people to live, work, study & enjoy the area.
 - **Connectivity** improvements in technology as well as traveling in and around the area.
 - Encourage improvements in **productivity, increase skilled workforce and job creation**, leading to talent creation and retention.
 - Trigger **private investment** and attract new organisations and talent to the area.
 - Create a place that private developers and general public recognise as an ideal location for modern private residential living – develop **housing**.
- 3.4 Programme short term objectives:
- Internet of Things air, noise, traffic and footfall sensors to provide real time data on the changing environment to evidence positive and negative impacts the programme may have on the immediate area.
 - Successful communications and engagement strategy delivered, gaining buy in for the programme as well as proactively informing the public about the changes throughout the development programme and aid navigation around during construction.
 - Achieve the 31 March 2021 DLEP deadline for the GDF3 expenditure.
 - Work closely with the local Lansdowne Business Improvement District (BID) team to help create a proactive community keen to take ownership of the new space.

4 SCOPE

- 4.1 As the £8.5m award was considerably less than the sum required for the delivery of the complete master plan for the area, priority sections were highlighted with the aim of still triggering and delivering some of the key objectives as phase 1, in the belief that more funds/investment will enable the full master plan to be delivered over time.
- 4.2 The key areas chosen were **Holdenhurst Road** (south of Station Roundabout), **Lansdowne Roundabout and Meyrick Road** (top section), as they are at the centre of the Lansdowne and are seen to be the best enablers for the various programme objectives. This is also seen as a key route from the Travel interchange to the Seafront in preference to Bath Road or Old Christchurch Road.
- 4.3 **Holdenhurst Road** will be **pedestrianised at the lower third**, just below The Helm (Watkin Jones new development). There will be no access to vehicles along this section except time limited access for waste management and deliveries plus the emergency services when required. **The top two thirds will become access only** by default as it will no longer be a through route, resulting in only those needing to be in the area entering from Station Roundabout or York Road via Cotlands Road.
- 4.4 **Lansdowne Roundabout** will be **removed** and the highways adjusted to create a public realm space from the reclaimed highways.
- 4.5 **Meyrick Road** will be **closed at the northern end** by the Roundhouse Hotel & Bournemouth & Poole College. The space created will be an extension of the public realm space created at Lansdowne Roundabout.
- 4.6 Additional elements have also become critical to the success of the programme's planned changes in order to mitigate particular issues that have arisen as a result of the proposed highway changes. These mitigations range from a new multiple lane controlled junction to replace the roundabout plus access only (from Stafford Road), for buses and taxis exiting **Old Christchurch Road eastbound** and bus improvements along the northern eastbound section of **Christchurch Road**.
- 4.7 As modal shift is also an aim for the programme's legacy there will be provisions for cycling that will endeavour to create a safe and accessible environment for commuters and families alike. See [Section 13, Legacy](#).
- 4.8 Whilst this programme has a very specific defined area within which fundamental changes will be delivered, it is impossible to ignore the bigger picture and the ripple effect these vital changes may have on the wider conurbation.
- 4.9 Consequently, the delivery team is mindful of delivering changes that are flexible to a point as well as provide for future development, technological enhancements and a multitude of potential uses for the space(s) created whilst maintaining necessary accessibility and traffic network movement.

Constraints

- 4.10 There exist multiple constraints in respect of the buildability and the steer given to date by the Lansdowne Steering Group have helped navigate the limitations. This has enabled the programme to progress onwards at relative speed, whilst noting the risks of doing so, in respect of abortive costs etc. but has been essential if the DLEP timeframe is to be met.
- 4.11 The main constraints in no particular order are:
- Budget – current construction price inflation - will there be sufficient funds to create a quality space with quality materials?
 - Time – lack of time before DLEP deadline of Mar. 21 to invest their funds.
 - Underground Services and legacy infrastructure - which are multiple, including tram lines, utilities and voids and could impact design and costs, particularly in respect of delivering the green aspects of the design.
 - Traffic Network – buses prioritised over rest of the network but extent of traffic limits potential for programme impact

Budget Profiling

- 4.12 The programme has two key budgetary milestones:
- 31 March 2021, by which time the DLEP GD3F must be spent and something to show for the financial outlay.
 - £2.89m match funding to be secured by 31 Mar. 21.
- 4.13 This is a particularly complex programme, requiring a balance between our role as developer and that of the Highway Authority. As developer we are keen to deliver as much of the vision as possible for the budget available within the timescales and as the Highways Authority we have to ensure that the network continues to flow. This necessary balance has required considerable modelling to be conducted over the past 18/20 months which is not only costly but also time consuming.
- 4.14 Consequently, there has been a considerable amount of time spent trying to balance the vision against the needs of the network. It was always appreciated that this programme would most likely be back loaded in respect of the budget spend profile, but there was also the possibility that some early works could enable the profile to be spread across the timeline more evenly than our current budget profile. Unfortunately, due to the amount of modelling work required to balance our roles and technological unknowns for the digital aspects of the programme, this has not been possible and so the profiling has been adjusted to reflect the more realistic trajectory. See Budget Profile in [Section 15 Affordability](#).
- 4.15 The budget profile as an indicative and live document is amended to keep on track with any changes in the programme delivery plan timeline.

5 STAKEHOLDERS AND ENGAGEMENT

The Stakeholder element of this programme is as complex as the local community is diverse, with this piece of work and its success being fundamental to the success of the overall Lansdowne Programme.

5.1 The Stakeholder groups are multiple but the ones currently in existence are as follows:

5.1.1 **C:Side/Lansdowne Group** – original C:Side representatives covering land owners, educational institutions, developers, Council and business combined with additional local influencers such as the Town Centre BID, Lansdowne trader representatives, property owners and residents all represented.

- 2 meetings per year (max.)
- Key advocates for the programme and vision
- Positive promotion of the benefits of the scheme from non-Council representatives

5.1.2 **Transport Stakeholders** – Buses, Taxis & Cycle Forum

- Key meetings with the transport interests as focal point
- Information sharing as well as design contribution/requests

5.1.3 **Local Businesses** around the key programme focus area

- Walkabouts & pop-ins to share any relevant information and build relationships
- Invitations to contribute at design events and/or engagement sessions
- Invitations to future awareness/engagement events and /or statutory consultations

5.1.4 **Local Community Key Stakeholders**

- not covered by the above, such as Emergency Services, Lansdowne Church and Lansdowne BID
- Relationships built, contact maintained & information shared from time to time
- Invitation to contribute at design events
- Invitations to future engagement events and/or statutory consultations

5.1.5 **Council Officer Colleagues**

- Access to all of the know how across the Council
- Canvass opinion as well as contribute to design
- Key interests such as Parks, Waste Management and Cycling etc. involved in design at the earliest stage
- Invitation to contribute to design as it is developed

5.1.6 There has also been a desire to utilise local talent from the Educational Institutions and Businesses within the programme and these have also become key advocates for the programme.

Governance structure:

- 5.2 **Lansdowne Steering Group** – with the Leader and Portfolio holders for Regeneration & Transport plus a Dorset Local Enterprise (DLEP) representative all regular monthly participants.
- 5.3 **Lansdowne Assurance Group** – with key divisions across the Council represented, such as Transport, Highways, Housing, Planning, Property, Finance as well as a DLEP representative.
- 5.4 **Delivery Team** – virtual team covering Economic Development, Major Projects, Highways, Urban Realm Planning, Digital, Transport and WSP as consultants in various roles due to lack of internal Council resource capacity or specific skills.
- 5.5 **Engagement** is also a key part of the stakeholder piece but is far more than simply meetings and events. We are also utilising surveys at key stages of the programme, to gain a baseline of perceptions, then thoughts on designs, objections or concerns and a final perception survey will be carried out to highlight any changes as a result of the engagement, programme changes and communications.
- 5.6 All of these have and will continue to contribute at the appropriate time to the shape, aspirations and practicalities of the preliminary design and in time the detailed design.

6 POLITICAL STEER & DECISIONS

- 6.1 Key decisions are made by the Steering Group. This includes The Leader, Portfolio Holder for Regeneration and Culture, Executive Director for Regeneration & Economy and Director of Development plus the Deputy Director of DLEP, along with the Lansdowne Programme Manager and any relevant delivery team members, as and when required. There are also regular meetings with the Portfolio holder for Transport & Infrastructure along with Ward Members from areas in & around the Lansdowne.
- 6.2 The key questions asked are:
- What are we going to deliver?
 - What are the impacts?
 - Can we deliver it by the required DLEP timeframe and on budget?
 - Does it deliver the objectives?
- 6.3 The information that provided evidence and direction for these decisions to date included:
- The **Public Realm** space – what could we strive to achieve/how it could look/function.
 - The **Highways** – how could it be built, phased etc. as well as affordability.
 - The Transport **Modelling** – how does the proposed changes impact on the immediate traffic area and wider network.
 - The **Full Business Case** – covering all of the anticipated short term and long-term benefits resulting from the programme.
 - **Stakeholder** feedback.

Landscape Design see [Section 7 Public Realm](#)

- 6.4 Despite a multitude of other elements to this programme having priority over how it looks, the delivery team appreciate that the programme will be judged on two things:
- What does it look like?
 - How does it impact the network? See [Section 11 Traffic Model Appraisal](#)
- 6.5 What does it look like?

Urban Realm experts have been consulted such as Feria Urbanism, as well as the ideas of officers and the local community via various stakeholder events held in 2018, have helped inform the concept design and subsequent preliminary designs. Throughout this process the Steering Group offered preferences and opinion on the options when required and the delivery team then proceeded with those comments in mind. Views of key stakeholders have been gained informally and will be sought more publicly in the autumn 2019 by way of engagement events and consultation.

Highways Design see [Section 8 Principles of Highways Design](#)

- 6.6 The desire to create a step change was present from the beginning, evidenced by the C:Side vision and Delivery Plan. In order to deliver on the vision an early decision was made that Holdenhurst Road needed some form of public realm pedestrianisation. **Shared spaces** was the obvious choice but the Department for Transport recently ruled this out as being potentially unsafe for certain users.
- 6.7 The Steering Group reviewed various General Arrangement plans of highway layout options in conjunction with the landscape concept designs and extensive modelling before they took the decision to pedestrianise the lower third of Holdenhurst Road whilst retaining access for the top two thirds of the road, which is largely business parking.
- 6.8 Does it cause network issues?
- In the unique position of developer and Highway Authority no highways design decision has been taken without considering the modelling outputs – that said the Steering Group have appreciated the modelling is only indicative and not an exact science and as such not the sole basis for any of the decisions made nor should it be in the future. There is also the intention to run some trials which will provide additional evidence to support or undermine the modelling.
- 6.9 Can we deliver it by the required DLEP timeframe?
- In some instances decisions were made not to pursue a particular option because of limited time before 31 Mar. 2021, a date the DLEP made very clear was nonnegotiable. That said, the preliminary designs are still a huge improvement on the existing landscape and general environment and currently there is every intention of delivering on time if the programme continues to detailed design in the next 2 months.
- 6.10 Can we deliver it on or under budget?
- Once preliminary designs are complete we can then re-evaluate our build costs estimate and essentially reduce the number of unknowns, which in turn reduces the optimism bias & therefore the price. We are pricing at the gold standard (most expensive), with a view to then having flexibility to reduce the costs by opting for lower specification materials in certain areas of the build, whilst retaining the high specification in the key areas.
- 6.11 Does it deliver the objectives?
- The objectives are varied, as mentioned above, with multiple iterations, delivering a myriad of outputs both short and long term. The objectives therefore provide an additional element for consideration in conjunction with modelling outputs and highways/landscape design options.

7 PUBLIC REALM

- 7.1 Taking the C:Side Vision and programme objectives forward, it is important for any new public realm in the Lansdowne to be:
- Sustainable
 - High quality
 - Durable
 - Flexible
 - Providing more trees and green landscaping
 - Bringing in new technologies
- 7.2 Key features of the Lansdowne area that have been taken into account during the development of the designs include prevailing wind, sun paths, topography, existing trees and buildings.
- 7.3 There are a number of existing trees at Lansdowne roundabout and on Holdenhurst Road, although they are not all of good quality, and many are dwarfed by the tall buildings, leading to the area feeling grey despite the existence of some trees.
- 7.4 Many of the buildings demonstrate high quality architecture, with a wide range of ages from Victorian through to the present day. This rich mix gives the Lansdowne a distinct character that is not found elsewhere in the town.
- 7.5 The existing bus stops at the southern end of Holdenhurst Road hinder the appreciation and full use of the shops and restaurants as the buses often fill the whole length of this part of Holdenhurst Road.
- 7.6 Not all of the Lansdowne's history is visible above ground – there are submerged former public toilets at the Lansdowne roundabout and former tram tracks running from Old Christchurch Road through to Holdenhurst Road and Christchurch Road. The concrete from these structures may be a consideration when building the scheme.
- 7.7 The area currently is dominated by motor vehicle movements. If their obstruction was to be removed, there would be many routes that pedestrians and cyclists would wish to take – known as desire lines. See Figure 7.1 and 7.2.

Key Principles for Lansdowne Public Realm

- 7.8 The reclaiming of highway for public realm improvements have enabled a pedestrian focused approach to designing the Lansdowne public realm.

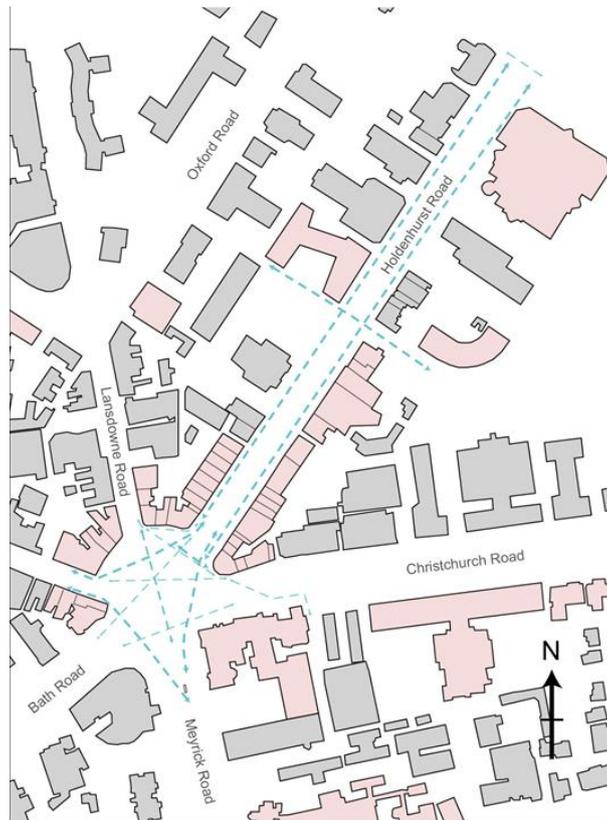


Figure 7.1 Pedestrian desire lines

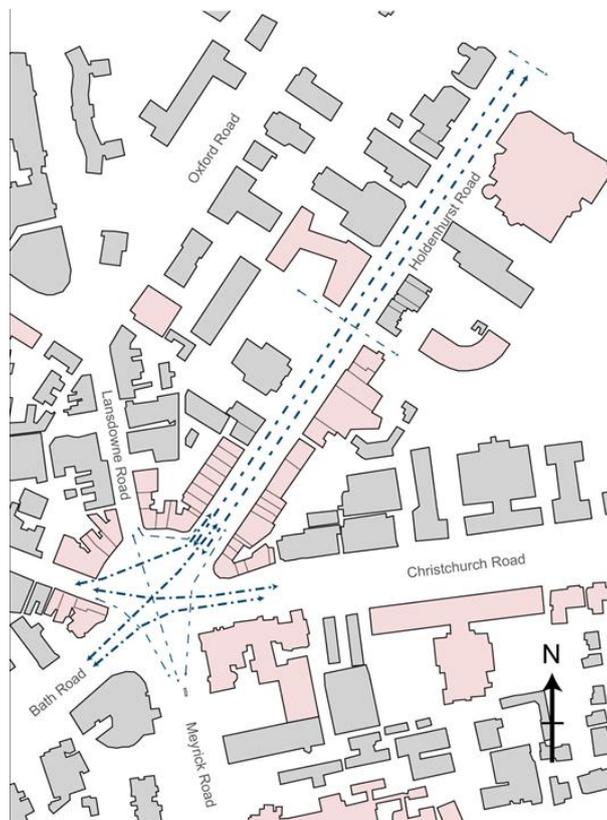


Figure 7.2 Cycle desire line

- 7.9 Figure 7.3. shows the key principles for the public realm following the site study. Key nodes where movement routes meet and cross will have a focus on them. The lower part of Holdenhurst Road has good potential for active frontages and spill out uses. In the upper part of Holdenhurst Road there are fewer active frontages and more private offices, and this gives potential for public realm that supports outdoor working, meetings and lunch breaks.
- 7.10 The whole length of Holdenhurst Road is important as a route between the travel interchange, beach and town centre – the nodes and spaces should be seen as a series of interconnected spaces. The area of Meyrick Road outside the College is an important part of the scheme as this acts as the connection between the Lansdowne and a more pleasant route to East Cliff and the Beach.

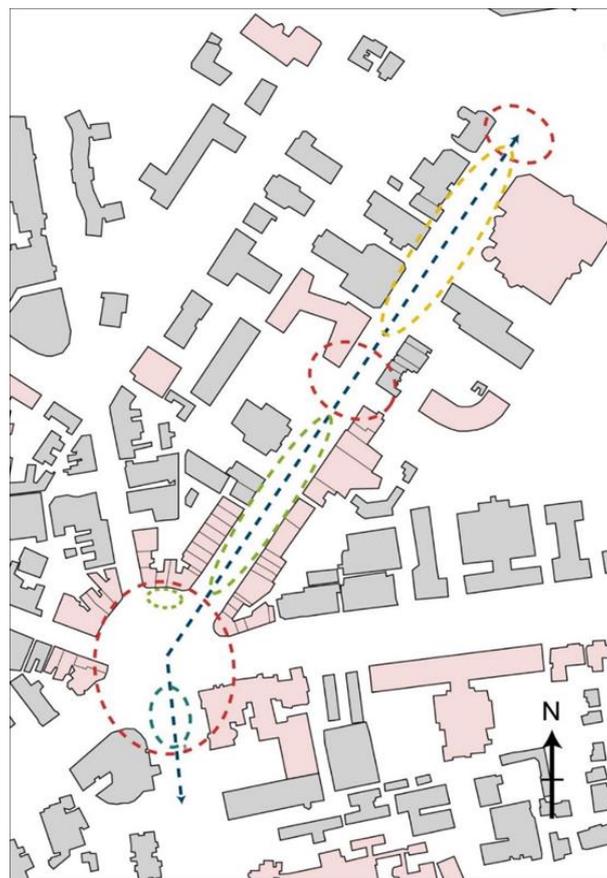


Figure 7.3 Key principles for the public realm

KEY

- - - Key nodes / gateways
- - - Key areas for active frontages and spill out uses
- - - Area with fewer active frontages and more private office uses - potential for public realm that supports outdoor working, meetings and lunch breaks
- - - Consider how the spaces interconnect
- - - Remember importance of Meyrick Road

Placemaking themes

- 7.11 Feria Urbanism was commissioned to take the key principles to the next stage. Their report noted that Holdenhurst Road is the setting for a journey from the Victorian Railway Station toward Meyrick Road and ultimately the Coast. Through this journey one leaves the Victorian industrial history of the Station and moves through to a more modern setting before encountering increasingly natural surroundings and ultimately the coast. This reflects a pattern of technological change, from steam driven industry, through to the modern technological age and beyond to an era of eco-technology.
- 7.12 The Feria report suggested that this set up a framework for a series of public realm themes, and that the use of colour and styles for the materials and furniture palette – e.g. hard and soft landscaping, street furniture, lighting etc. - could enhance this journey. At the same time, Feria noted contrast between this journey from old to new, and the buildings which run from new to old from Station Roundabout to Lansdowne Roundabout. This adds more complexity and richness to the story.
- 7.13 Figures 7.4 and 7.5 show the key Feria recommendations.

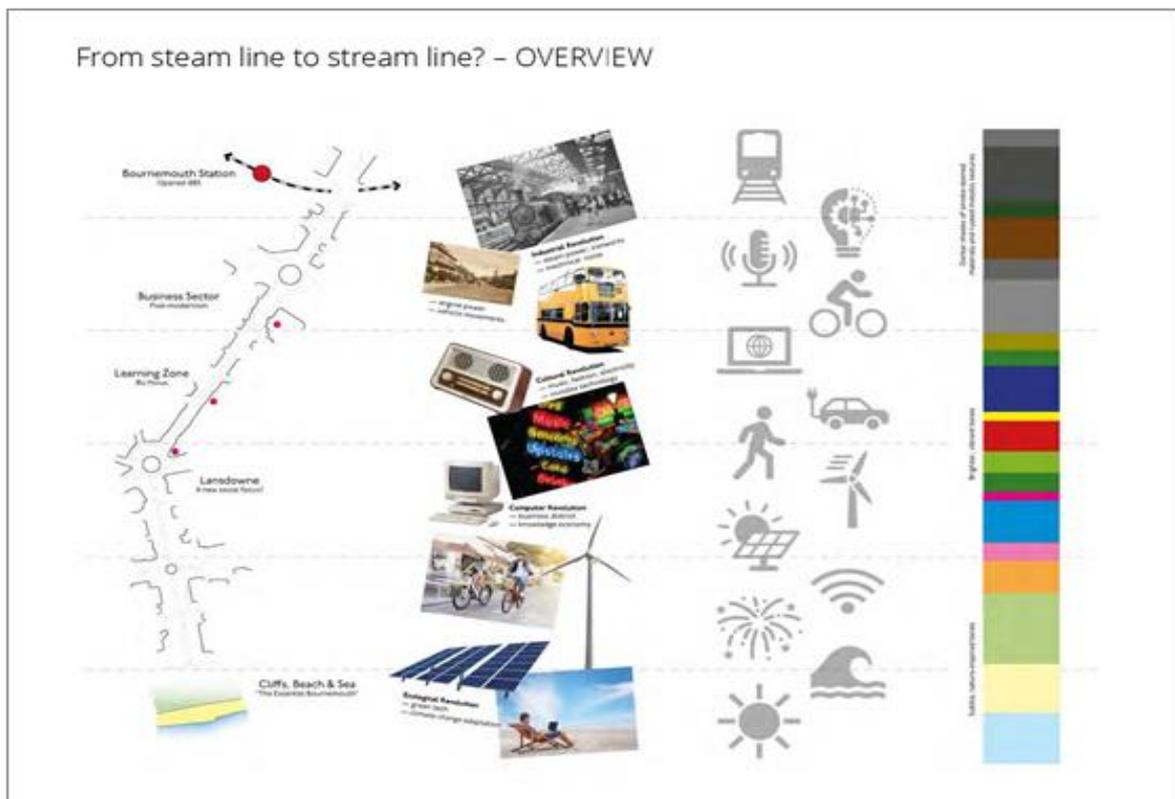


Figure 7.4 Overview of placemaking themes



Figure 7.5 Contrast between new and old timelines

- 7.14 The Landscape Architects at WSP have woven the Feria recommendations into the emerging preliminary designs. They have linked the colour palette proposed by Feria with existing colours used in the Lansdowne already, along with a potential Lansdowne branding. This has resulted in a refined palette of colours.
- 7.15 Figures 7.6 to 7.10 explore this and suggest ways in which the palette and the Feria suggested themes can be applied.

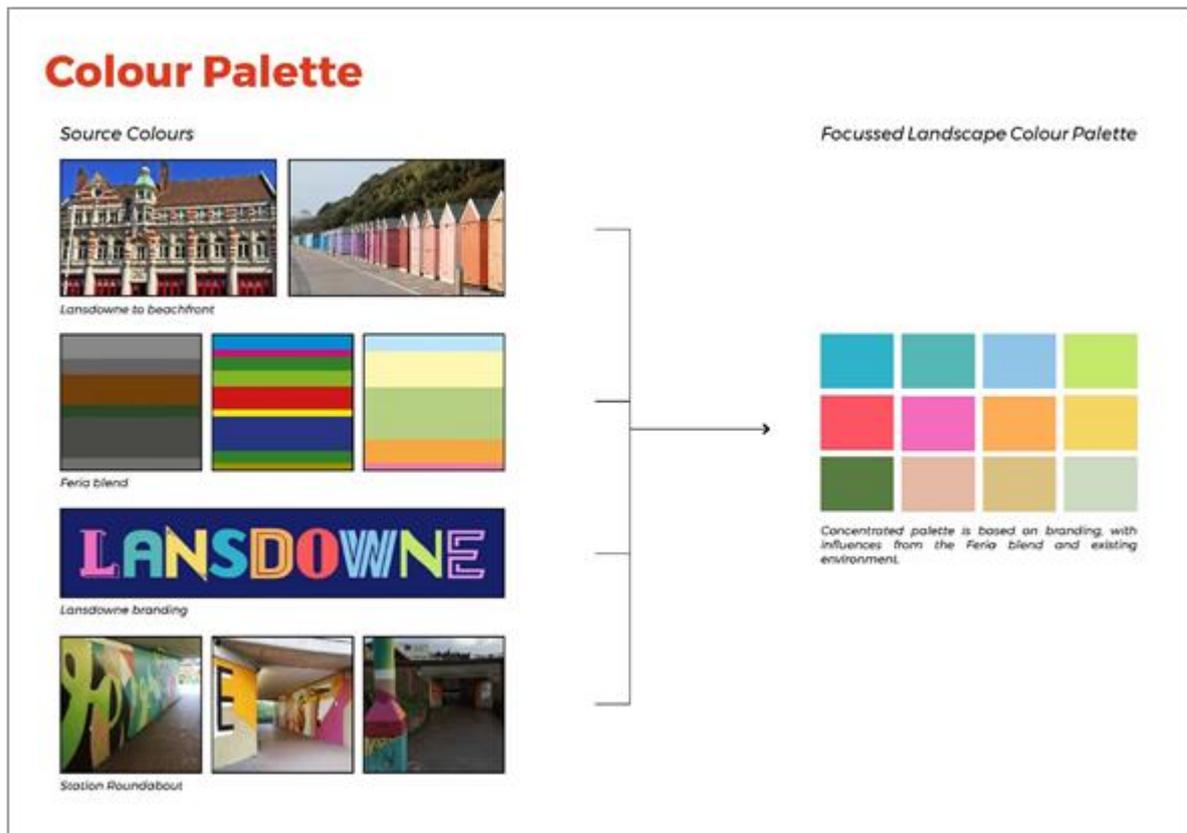


Figure 7.6 Refined colour palette

Integrating Colours into the Landscape



Figure 7.7 Integrating colours into the landscape

Integrating Bournemouth's Victorian Architecture

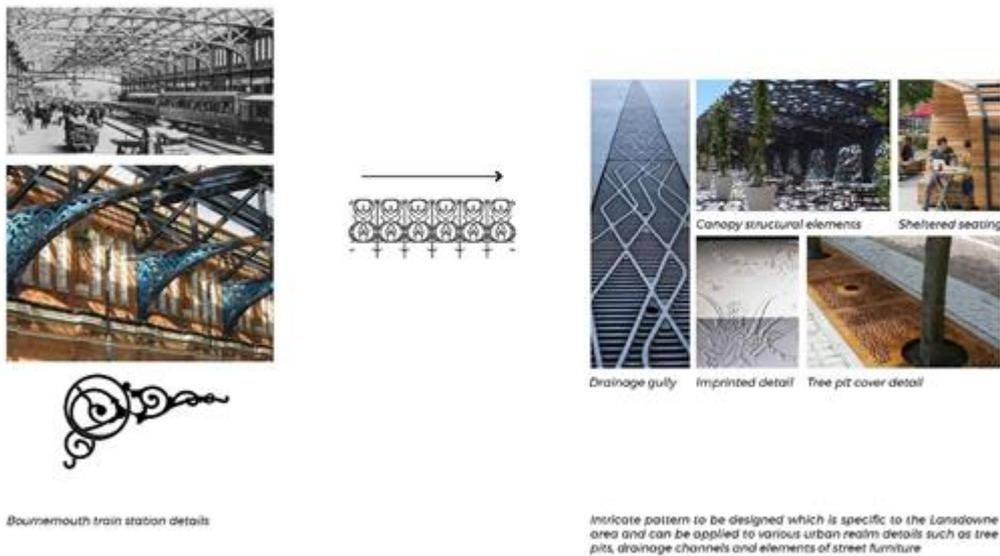


Figure 7.8 Integrating Victorian architectural elements and links to industrial heritage

Integrating Victorian and Coastal Elements Hard Landscape

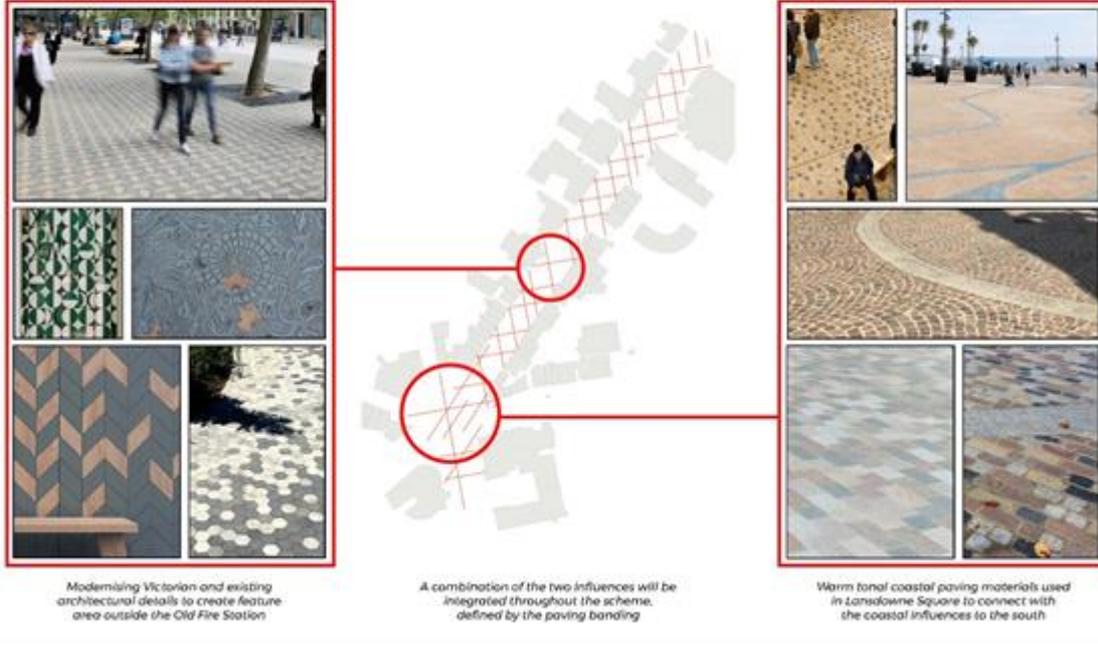


Figure 7.9 Integrating Victorian and coastal elements – hard landscape

Integrating Victorian and Coastal Elements Soft Landscape

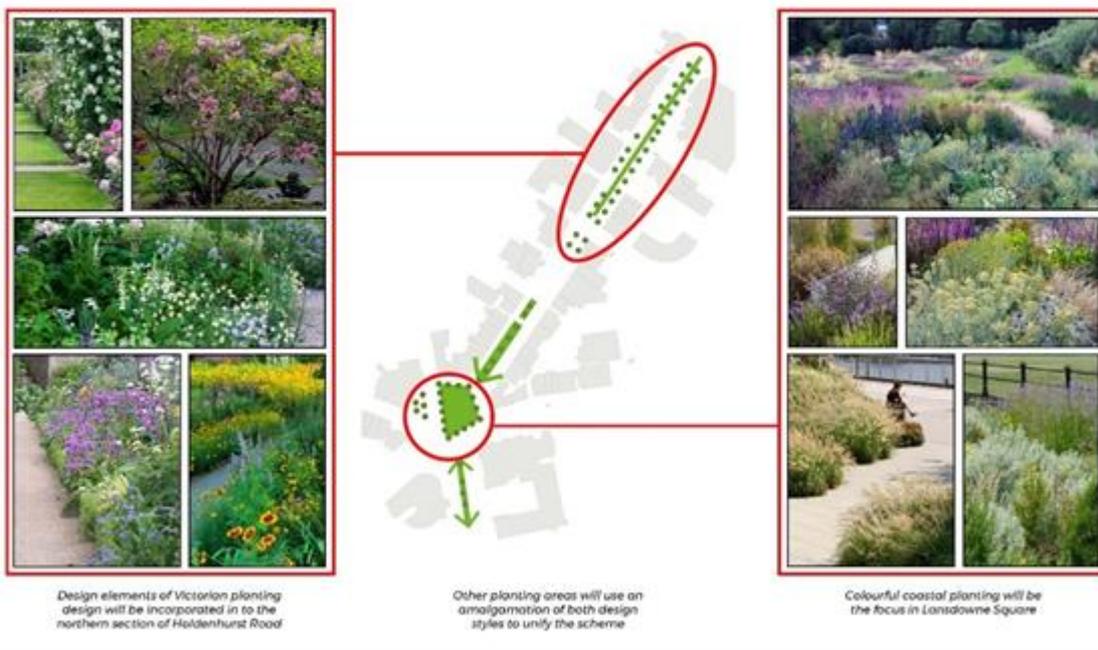


Figure 7.10 Integrating Victorian and coastal elements – soft landscape

7.17 Through their work, WSP have sought to bring in the themes recommended by Feria while also ensuring that the spaces connect and flow. Using a refined palette of materials and colours helps to ensure that the scheme would not feel too cluttered and complex.

Uses

7.18 The framework proposed by Feria included a series of uses intended to be distinct from one another through their layout and materials palette. WSP have taken this forward and refined it further to create:

- Outdoor Office – space in the northern part of Holdenhurst Road for outdoor meetings and lunches.
- Fire Station Square - flexible area outside the former Fire Station which can be used for events such as showcasing the local University and College talent.
- Holdenhurst Gardens – relaxed area of planting and seating for quiet contemplation or learning, lunches etc. as well as flexible pockets of space that could be used for temporary installations. These could include themed events such as table tennis tables during Wimbledon, arts installations for Arts by the Sea Festival or overspill café, restaurant or bar seating.
- Lansdowne Place – key Amphitheatre area for larger events and informal recreation.
- Meyrick Road – informal area – meeting and sitting space.

8 PRINCIPLES OF HIGHWAY DESIGN

- 8.1 The principles for the highway design are based on DfT (Department for Transport) guidance document Manual for Streets 1 and 2, which looks at balancing the movement function of the street with its importance as a 'place' that provides the wider social, environmental and economic benefits that this project has been commissioned to address. This approach to highway design moves the focus from a cars/capacity first approach and emphasises the importance of addressing the needs of pedestrians, cyclists and public transport users as key to delivering the desired outcomes detailed earlier in this report.
- 8.2 To understand how the current preliminary design has followed this approach in highway design, this section of the report sets out what changes are intended for the highway network around Lansdowne / Holdenhurst Road / Christchurch Road / Meyrick Road / Lansdowne Road / Old Christchurch Road and Bath Road and how these changes will benefit each of the above user groups. The following details are still subject to detailed design and Stakeholder engagement and as such may be subject to change. [\[Highways GA available here\]](#)
- 8.3 Holdenhurst Road will be closed to through traffic at its southern end and a pedestrian zone will be created between Lansdowne Roundabout (RAB (current) and Cotland's Road. The northern end of Holdenhurst Road will remain a two-way carriageway providing all vehicles access to service business premises and private residential properties. (A service and access plan to be produced in due course). Vehicles entering from Station RAB will be able to exit Holdenhurst Road either via Cotland's Road or turn around and exit north via Station RAB.
- 8.4 The above highway arrangement reduces through traffic along Holdenhurst Road therefore providing better pedestrian environment through wider footways, pedestrian zone and two event spaces at Fire Station Square and Lansdowne Place (working titles).
- 8.5 Cycle access along Holdenhurst Road will be maintained but formalised at the northern end with two-way cycle lane on the eastern side. Further south, cyclists will have access through the pedestrian zone on the eastern side of the street and exit via Lansdowne Place connecting with other parts of the network via signal- controlled crossings at the junction.
- 8.6 Bus routes will be re-directed away from Holdenhurst Road onto Christchurch Road/ St Swithuns Road. (see further details on bus provision and mitigation measures in section 10).
- 8.7 Christchurch Road will be a two - way carriageway with an east bound bus lane added to help mitigate delays in journey times (see [Section 11 Traffic Model Appraisal](#)). Traffic flow will be controlled by a new signaled controlled junction at the western end of Christchurch Road (Lansdowne Place) which will replace the current Lansdowne RAB configuration. At the eastern end the highway arrangement ties into the current St Swithun's RAB, there will be minor changes at the RAB as part of a proposed safety scheme.

- 8.8 Pedestrian environment along Christchurch Road will be improved by ensuring the pedestrian crossings formal and informal are provided at both the signal- controlled junction at Lansdowne Place and at the entry/exit arms of St Swithun's RAB. There will be an additional signal- controlled pelican crossing along Christchurch Road providing a safe formal crossing linking the north and south sides. Existing entrance and exits on the service roads will be raised giving priority to pedestrians. The footway areas will also be decluttered by rationalising signing and the removal of pedestrian barriers will increase available space for pedestrians.
- 8.9 Provision for cyclists will be provided with segregated cycle lane eastbound adjacent to the service road and connecting via a shared footway/cycleway to a proposed Toucan crossing on St Swithuns Road. Westbound cyclists will have the existing mandatory cycle lane extended to the proposed signalised junction at Lansdowne Place. Advanced stop lines will be added to the junction arrangement to assist cyclists moving through the junction. Further cycle infrastructure improvements are being reviewed to ensure better connectivity and safe access will be provided along this corridor.
- 8.10 A bus by- pass lane will be added to the eastbound approach to St Swithun's RAB, and buses will then merge with traffic on St Swithuns Road.
- 8.11 New bus interchange/waiting facilities will be provided on the eastbound carriageway to accommodate the increase in bus services along this route due to the closure of Holdenhurst Road. On the westbound carriageway the current bus laybys will remain.
- 8.12 Access to businesses and parking will be maintained via existing parallel service roads.
- 8.13 Lansdowne RAB will be removed and replaced with a 3 -armed signal- controlled junction. This arrangement will control and manage the vehicle movement at this junction and help mitigate the wider network impact because of the potential increase in traffic flow along Christchurch Road resulting from the closure of Holdenhurst Road.
- 8.14 The new junction configuration will provide the opportunity to create a new public realm event space (Lansdowne Place). The highway alignment and supporting infrastructure will need to be carefully considered to minimise the impact on the aesthetic quality and functionality of the public space and to ensure people will be attracted to visit and enjoy this new space that sits adjacent to a major highway & controlled junction.
- 8.15 Meyrick Road will be no through route and closed at the northern end, this will give an opportunity to create improved public space on the southern side of Lansdowne Place. Consideration will be given on how to maintain access to local businesses/hotels, this will be part of an ongoing study to create a service and access plan for the whole Lansdowne Area.
- 8.16 Lansdowne Road will remain accessible for all traffic, with changes to road alignment as part of the re-configuration of the Lansdowne junction.
- 8.17 Pedestrian and cycle access across Lansdowne Road will be via the signal- controlled junction, with existing advisory cycle lanes on the north and southbound carriageways extended to the signalised junction.
- 8.18 Lansdowne Road will be maintained as a strategic bus route linking the town centre and to the University campuses.

- 8.19 Old Christchurch Road will be bus only eastbound from Stafford Road to Lansdowne with all other traffic diverted via Stafford Road. There will be minor changes to the eastern end of Old Christchurch Road to accommodate pedestrian crossing facilities and to increase pedestrian space on the corners.
- 8.20 Bath Road will remain largely unchanged with only minor localised widening at the eastern end to accommodate the signal controls and associated pedestrian crossing facilities.
- 8.21 There are numerous highway changes required in order to facilitate the creation of the public realm space and additional changes as mitigations for the impact these changes will have in the area and on the network. Consequently, there is a need to balance the aspirations of the public realm and the benefits it brings to the area against the needs of maintaining the traffic network, which was the steer for the programme to date.

9 MANAGING GROWTH & DEVELOPMENT

- 9.1 Lansdowne has benefitted from recent investment particularly from and for the educational institutions including a state of the art med tech faculty “Gateway” building for Bournemouth University and general student accommodation. This accommodation has now reached the required levels to accommodate all population peak years students’ in their first year. This then frees up family sized housing across the conurbation for families.
- 9.2 Knowledge of the Lansdowne DLEP funded programme has also encouraged live/work and shared space style developments that cater for the entrepreneurial as well as established businesses and provides the opportunity for people to live in the area. These mixed use developments are an ideal fit for the Lansdowne as it will compliment both the day time and night time economies which will help shape the retail, social and services offered in the immediate area.
- 9.3 All of this growth and development is a positive step for Lansdowne and the wider conurbation, but it forces certain issues to the forefront, namely:
- congestion on the network, see [Section 11 Traffic Model Appraisal](#)
 - capacity in utilities, see [Section 12 Future Ready Review](#)
 - access to key services such as Schools and Doctors
 - sustainability in both new developments and the area
 - affordable, accessible and interconnected alternative modes of transport see [Section 10 Sustainability and Public Transport](#)
- 9.4 Growth has been estimated based on BCP Council Planning Board **approved developments** with a view to ensuring that all of the above issues can be proactively resolved prior to them escalating into problems that then limit the growth and potential of the area. This requires working with the Utility companies and other key service providers to highlight a potential shortfall in the near future.
- 9.5 There is also the need to factor in and consider the implications of **potential developments** still awaiting planning approval that are of a size, function and/or in a location that will definitely impact the area in both positive and negative ways. The delivery team have endeavoured to consider these potential developments and try to ensure the programme design does not restrict or even prevent these developments.
- 9.6 The final element of growth and development which is a total unknown and impossible to design for as we cannot predict with any certainty or even control are **future** social and political changes that may occur, which in turn impacts on how people interact with places etc. but flexibility has been designed into the programme where possible.
- 9.7 **Economic development** of the area is also vital for the growth and prosperity of the Lansdowne and this involves raising awareness of what Lansdowne offers as well as connecting interests and people to help drive forward new relationships, collaborations etc. that in turn help the area grow and encourage further development and/or refurbishment of outdated buildings and new talent to live, work, study and enjoy the area.

10 SUSTAINABILITY AND PUBLIC TRANSPORT

- 10.1 Sustainability is primed to become a key ethos for the Lansdowne area, ranging from not only how people navigate around and through the area but also how the area seeks to meet the challenging targets required in order for the aspirations of the new BCP Council and the climate emergency declaration. Policy changes under the new BCP Council may seek to ensure new developments and refurbishments of old building provide sustainable elements in their design, as well as the move away from car dependency both in commuting but also car parking expectations, bar providing accessibility requirements for the less mobile. See, [Section 13 Legacy](#).
- 10.2 Public Transport engagement has involved meetings with Go South Coast (GSC/Morebus), Yellow Buses, Bournemouth University Buses and the various Taxi firms, which has been facilitated by colleagues at BCP Council.

Bus Operator Engagement

- 10.3 The initial specific engagement as part of the project was at the quarterly Local Authority and Bus Operator Bus Quality Partnership – BQP, meeting in July 2018. To deliver the public realm as part of the project the preferred option was to close the section of Holdenhurst Road nearest the Lansdowne Roundabout. With 55 bus movements per hour in each direction, serious concerns were raised by the bus operators.
- 10.4 Continued liaison with frank discussions from all involved enabled greater understanding of perspectives. Data was shared between BCP Council and the bus operators to allow evaluation of impacts. Meetings took place in September 2018 between the bus companies and the Leader and Executive Director of Bournemouth Borough Council. Clarification of delivering the place element of the scheme was confirmed by the Council and the consequences for the operator's business and their passengers – our residents and visitors.
- 10.5 Further meetings were arranged between the bus companies and the project team with detailed modelling enabled, to assess the impact on journey times as well as wider traffic flows. A log of issues raised by the bus operators is maintained to accurately record and progress concerns raised. Meetings are on-going – the most recent was 2 July 2019 and there is a collaborative approach. Further development of modelling will continue the dialogue.
- 10.6 One of the key areas where the bus operators are engaging with the delivery team concerns the necessary mitigations the programme intends to deliver in the Lansdowne, in order to assist public transport to flow as well as possible on the congested peak hours network.

Taxi Companies engagement

- 10.7 Taxi companies engagement has also taken place very early in the concept design process and whilst they were unhappy with the prospect of certain changes they were willing to assist with preferred taxi rank locations, numbers and other important factors.

Public Transport Contribution to the Scheme and Mitigations

- 10.8 The sustainable ethos of the project will mean that access to the Lansdowne area will be favoured by sustainable means including public transport. The critical issue is how to provide a supportive agenda for public transport both operationally and with the passenger experience in mind when the existing route between Bournemouth Town Centre and the Bournemouth Station and wider destinations is changed.
- 10.9 Creation of an environment at the Lansdowne less focused on the car and prioritising sustainable transport should overall, favour public transport. It is vital that the changes required to the way buses operate in the area do not unduly affect the passenger experience particularly linked to bus stops regarding their location and suitability. But in the same vein it is also crucial that the bus operators enhance the passenger experience by utilising technological advancements and delivering a more interconnected and real time service.
- 10.10 Mitigating measures, especially on Christchurch Road between the Lansdowne and St Swithun's Roundabout but also on the latter roundabout itself, are being developed in conjunction with the overall scheme. The proposals have been developed further through meetings with the bus operators.
- 10.11 These include a bus lane on the northern side – eastbound direction of Christchurch Road with a bus hub approach to stops to reflect the multiple destinations that will be served in this direction. Based on current levels of service, facilities will need to allow for 82 service buses an hour in that direction, with additional consideration for the 11 University buses an hour. The stop grouping, will need to be located as close to the core of the Lansdowne project as the scheme will allow and be clearly accessible from that area, with good sight lines.
- 10.12 For the southern side of Christchurch Road less individual stops will be required but the space for the stops will need to be increased for the increase in passenger numbers arising from the re-routing and generation of demand through a successful overall project. Two bus stops will also be lost at the station end of Holdenhurst Road. New bus stops will need to be provided on St Swithun's Road accordingly and the bus operators are assisting with the appropriate locations.

Wider Policy and Transforming Cities Fund (TCF)

- 10.13 The role of public transport in the Lansdowne will be influenced by how BCP Council develops its transport policies and initiatives not just for public transport but for land use, car parking, cycling and walking. It is likely that there will be a shift of policy to reflect the sustainable agenda of the new Council administration in light of the declared climate emergency for the area, combined with the increasing peak hours network congestion, but this is yet to be resolved.
- 10.14 BCP Council is also currently bidding for Transforming Cities Funding, with an outline business case submitted in June 2019 and final bid to be submitted by the end of November 2019. The potential is there for significant amounts of funding being made available to support sustainable transport. This will complement the Lansdowne Programme and depending on the bids outcome/amount secured will support improvements in adjacent areas to the Lansdowne in addition to the core scheme.

11 TRAFFIC MODEL APPRAISAL

11.1 Summary

Extensive microsimulation traffic modelling work has been undertaken to support the development of the proposed scheme layout. Developed from a 2016 base model, existing traffic conditions have been modified to reflect the preferred design layout and include proposed committed development traffic estimates. With a focus of bus movements, journey times for key routes have been extracted and compared against current conditions.

11.2 Base Model

The base model was developed by Vectos in 2016. This base year model was validated to represent conditions for a 2016 Base Year. The model covered the following time periods:

AM: 07:45-09:00 (08:00-09:00)

PM: 16:45-18:00 (17:00-18:00)

SAT1: 13:45-15:00 (14:00-15:00)

SAT2: 17:15-18:30 (17:30-18:30)

The model covers Bournemouth town centre with the extent illustrated below.



Figure 11.1 Extents of traffic model

11.3 Early development

WSP were appointed by the Council in Jan. 2018 to support the modelling development of the scheme. Upon validating the Vectos base model and in conjunction with the highways and landscape feasibility design options, modelling output of these layouts were produced.

In accordance with Department for Transport (DfT) TEMPro, traffic growth has been considered with a projection of 5% increase in traffic applied to the base model data. The following modelling scenarios were therefore available for comparison.

- 2016 Base Model (existing network conditions)
- 2022 'Do Nothing' (predicted network conditions in 2022)

- 2022 Proposed Scheme (predicted 2022 network conditions including proposed scheme)

Weekday am and pm proposed scheme journeys were compared against the base model. Early indications suggested a significant increase in time for the outbound journey whilst the inbound journey time was comparable. Further mitigation solutions were worked up to improve the outbound journeys.

Discussions with the local bus operators enabled these results to be presented in Jan.19 and discussed at length. The agreed next stage was to develop this model in parallel with the preliminary design.

11.4 **Committed development traffic**

Committed developments within the town have been identified and the predicted associated traffic applied to the [2022 Do Nothing](#) scenario and the 2022 Proposed Scheme. Analysing the output resulted in detrimental network performance across the Lansdowne area.

Modelling outputs [available here](#).

11.5 **Preferred option refinement**

The preferred option which would see Holdenhurst Road closed to traffic has been further developed with several highways interventions considered. The cumulative effect of including the below options has unlocked the network issues created by applying the committed development traffic.

Highways interventions considered and modelled:

- Removal of temporary traffic signal at Station Roundabout
- Inclusion of St Swithun's roundabout safety scheme
- Signalisation of Lansdowne Rd/Bath Rd/Christchurch Rd
- Proposed Livingstone Academy, their travel plan proposals and predictions for additional car journeys to and from the area along with highways mitigations as a result of the academy in the area

Table 11.1 provides an indication of how the proposed scheme bus journey times compare with existing and Do Nothing under 2022 conditions.

Old Christchurch Road to Station Roundabout			
	Do nothing (existing 2016 base conditions)	Do nothing (predicted 2022 conditions)	Proposed Scheme
Weekday (am)	00:03:06	TBC	00:04:38
Weekday (pm)	00:03:14	00:03:27	00:04:33

Holdenhurst Road North/Station Roundabout to Lansdowne Roundabout			
	Do nothing (existing 2016 base conditions)	Do nothing (predicted 2022 conditions)	Proposed Scheme
Weekday (am)	00:02:48	TBC	00:03:31
Weekday (pm)	00:03:20	00:05:32	00:03:44

12 FUTURE READY REVIEW

- 12.1 The vision for the Lansdowne project is looking to the future and creating a vibrant and dynamic place within which people can live, work, study and enjoy for years to come.

Digital Infrastructure

- 12.2 A core objective of the Lansdowne Project is to place technology, innovation and enterprise at the heart of growth and development in the area. Central to this is the incorporation of a digital network capable of providing public Wi-fi, Internet of Things (IoT) capabilities and 5G test bed technology, around the Lansdowne area.
- 12.3 The IoT network already exists with sensors installed at key points of interest to monitor air quality (NO₂ levels), noise levels (dBa) and traffic levels (total vehicles and footfall) on key links in Lansdowne. This data will provide a baseline pre-programme as well as enable longer term analysis which may support future decision making in respect of environmental impacts (positive & negative).
- 12.4 Free public Wi-fi will be available sooner rather than later as the infrastructure is already in the ground.
- 12.5 The majority of the 5G testbed delivery is being covered by a separate DLEP funded project and as such is not covered in this Lansdowne Programme Update. The delivery team is working closely with the Smart Places team responsible for the 5G test bed works to ensure the two are fully coordinated.

Services, Utilities and Statutory Undertakers

- 12.6 These are currently proving a major constraint to the programme design and as such a variety of options are being considered and explored.
- 12.7 The Delivery team have liaised with utility companies and service providers to advise of the proposed works, and to understand any planned maintenance or significant upgrades to services that are planned to ensure any necessary service diversions are identified at the earliest opportunity. The relevant services have all confirmed they have no plans for the area for the next five years.
- 12.8 The changes proposed by the programme presents a rare opportunity to coordinate and streamline the routing and access to underground services and utilities with a shared utilities corridor or service duct an option. The intention being that the programme creates an opportunity for the corridor to be developed at the service providers expense during construction of the programme. Over time the service providers could gradually divert their services to use this corridor (or corridors). This in turn builds in an extra layer of resilience and an element of control over streetworks disruption within this important area of high quality public realm. Unfortunately, due to a lack of response from the service companies with interests in the area this opportunity will most likely be missed as it has not been incorporated into the preliminary designs due to the Lansdowne programme's limited budget and timeframe.

Flood Risk & Mitigation

- 12.9 The design will incorporate appropriate drainage provision to prevent any localised flood issues likely to occur within the new areas of public realm, with particular attention to the areas of level change in and around the Lansdowne Roundabout area.

- 12.10 The landscape design has proposed the use of a range of materials, including permeable surfaces in some areas, to ensure rainwater run-off and drainage are effective across the scheme with the inclusion of sustainable drainage systems and selective planting.

13 LEGACY

- 13.1 The Lansdowne Master plan provides the guiding principles for the area. This programme is only phase 1 of delivery. There are key areas highlighted in the Delivery Plan that still remain blockers to the Lansdowne maximising its full potential, such as Station Roundabout and the disconnection between the Travel Interchange and the rest of Lansdowne and Bournemouth Town Centre. If this area were to be redeveloped, opening up the connectivity between the Travel Interchange and the rest of Lansdowne and the Town Centre, a fundamental and positive change to the area, as well as wider conurbation, could be achieved delivering further significant benefits.
- 13.2 In light of BCP Council's recent declaration of a climate emergency there is also a desire to create an environment that is **sustainable**. This could include zero emissions vehicles, carbon neutral developments and biodiversity net gain in the public realm.
- 13.3 Other potential changes that will take place in the coming years are the Council's views on **car usage and carbon neutral requirements**, which are already creating congestion and health issues that have a negative impact on the local community & economy. Decisions will need to be made regarding policy in order to meet the national and local target dates. Lansdowne's proximity to the Travel Interchange, town centre, beach and relatively easy access to the rest of the conurbation is fundamental in justifying policies that limit the need for car provision, particularly in respect to new developments.
- 13.4 Public Realm will benefit further from any reduction in highway traffic especially if buses move to alternative power sources other than diesel. Should the social and political landscape be ready for such a positive step change then options such as creating Christchurch Road as a bus only through route, with other traffic being re-routed or a wider behavioural shift approach to encourage people to change their travel habits to a far healthier mode such as cycling, could be the turning point for the local environment and its population.

14 BUILDABILITY AND PHASING

- 14.1 The nature of the planned street space and highway infrastructure changes that will come about through the construction of the project are such that a planned approach needs to be made in how the various elements are built. Understanding the needs of the key transport users, including those of public transport and the private/commercial vehicle, together with the access and through-route needs of pedestrians and cyclists, is critical in developing an appropriate phasing of the construction period.
- 14.2 All the space on which construction activity is to take place either forms existing carriageway, existing footway or existing islands that segregate the two. As with similar schemes in such a built-up environment, buildability is largely reviewed under the complexity of how the area will be then built in a series of phases and then how complex or inefficient these are to work within for the various works contractors.
- 14.3 The most significant change is the space along Holdenhurst Road upon which the current two-way vehicle movement is to be rebuilt into areas that accommodate public space and a predominately all-vehicle free area. In creating this change a key principal of the phasing will be to implement all the planned highway layout and infrastructure changes on Christchurch Road and St Swithun's Road, together with Lansdowne Roundabout and St Swithun's Road Roundabout in advanced of the works in Holdenhurst Road. These changes will include the road realignment for the new junction at Lansdowne Roundabout, modifications at St Swithun's Road Roundabout to accommodate both the planned road safety modifications and the capacity layout changes for the passage through for public transport services and the bus priority measures on both Christchurch Road and St Swithun's Road including the new eastbound bus lane and the improved bus stops infrastructure.
- 14.4 The completion of the highway changes on Christchurch Road, St Swithun's Road and at St Swithun's Road Roundabout will enable all-traffic including buses to be re-routed for both the temporary and permanent part-length road closure of Holdenhurst Road under which arrangements the new public space will be firstly built and secondly implemented.
- 14.5 The phasing of these various highway changes will include the undertaking of any ground investigations and preparatory works, together with the possible diversion or protection works to any existing underground utility equipment that may need to be altered in either position or depth from the proposed scheme.
- 14.6 The phasing plan for the construction of the scheme will also determine the procurement strategy for both the highway and public realm contractors. The highway works at both Lansdowne Roundabout and St Swithun's Road Roundabout, together with the changes on Christchurch Road and St Swithun's Road, will be undertaken by BCP Council' Highway Term Service Contractor. The scope and scale of these phased works suit this form of contract and will allow each individual phase to be planned and committed separately in the sequencing required. The use of this contract will also provide an opportunity for Early Contractor Involvement (ECI), a construction industry recognised approach with the contractor bringing construction experience to the decisions on buildability and phasing of the works.

- 14.7 The public realm works, that include both the hard and soft landscaping, street furniture, highway and decorative lighting and the public art spaces will be contracted to a suitably experienced civil engineering contractor through a regional framework contract.
- 14.8 At the preliminary design stage, the phased programme for the works in Table 14.1 below is under review and consideration. These construction works phases may be programmed concurrently or required to be implemented with the completion of a preceding phase, the sequencing of which will be determined through both Early Contractor Involvement (ECI) and a review of the funding spend profile as detailed in Section 15.

Phase	Works Section	Earliest Commencement
1	Lansdowne Roundabout (West)	November 2019
2	St Swithun's Road Roundabout	December 2019
3	Lansdowne Roundabout (North)	January 2020
4	St Swithun's Road	March 2020
5	Christchurch Road	May 2020
6	Holdenhurst Road (North of Cotlands Rd)	July 2020
7	Holdenhurst Road (South of Cotlands Rd)	January 2021
8	Lansdowne Roundabout (South)	May 2021

Table 14.1 Works Phasing Programme (Provisional)

15 AFFORDABILITY

- 15.1 The current projected funding and spend profile is shown below in Table 15.1 indicating the split in allocation between the Growth Deal contribution (through GDF3) from the Dorset LEP and the BCP Council Local Contribution (match funding).
- 15.2 Project spend shown in both the 2017/18 and 2018/19 financial years are actual outturns. The profile shown in the 2019/20, 2020/21 and 2021/22 financial years are projected based on the current project delivery programme and the works phasing programme shown in Section 14. Costs for construction from industry-based estimate for civil engineering and public realm/landscaping works.

Lansdowne	Total	2017/18	2018/19	2019/20	2020/21	2021/22
GD3 Profile Total £	8,500,000	363,000	359,000	2,015,600	5,762,400	
Local Contribution £	2,890,000					2,890,000
Total	11,390,000	363,000	359,000	2,015,600	5,762,400	2,890,000

Table 15.1 Project Funding Profile

- 15.3 Working within the approved total budget, the affordability of the project will be managed on the projected outturn costs of the public realm spaces within which the final decisions on material and features are still be made. As preliminary design is completed for both the highway works and the public realm works, decisions around the final budget for each of the construction phases will be based on the overall scheme outturn objectives that have formed the business case to the DLEP for the Lansdowne Business District.

16 COMMUNICATIONS STRATEGY

- 16.1 A strategic approach has and will be developed further, including (but not limited to):
- Scheme specifics: creative requirements (visuals, illustrations, digital/ animation) plus key messages
 - Public engagement opportunities
 - Opinion and perception measurement/ monitoring
 - Ongoing stakeholder dialogue
 - Issue specific positioning – transport infrastructure, housing, economic development, public realm, events, asset purchase/ disposal, etc.
- 16.2 The strategic approach will be underpinned by the following principles:
- Activity is planned and targeted based on evidence
 - Communications is early and visible
 - Branding is clear
 - Stakeholders, partners and their networks are involved
 - A two-way empathetic approach is adopted
- 16.3 A detailed communications delivery plan will be produced once the Lansdowne Programme design and timeline, including key milestones and phasing has been finalised.

Implementation

- 16.4 The Communications Delivery Plan will focus on both outcome requirements and the production of a detailed timeline of activity linked to key programme and scheme milestones (tbc)
- 16.5 This will encompass: Project narrative, Digital and Web, engagement support materials, marketing materials, graphics and artwork, photography and video, outdoor location based signage, face to face engagement and networking as well as ongoing issues management.

Overview of the Communications Delivery Activity to date:

- **October 2018** – Filming and production of the Lansdowne inspirational place shaping film
- **November 2018** – Perception survey undertaken to establish insights and gather baseline data on current perceptions of the Lansdowne area
- **November 2018** - Stakeholder workshop – planning the future of Holdenhurst Road and Lansdowne Roundabout
- **November 2018** – Connected Bournemouth networking event at Lansdowne
- **September 2019** – Launch new look for Holdenhurst Road and Lansdowne Roundabout to the public through public engagement roadshows, and a conurbation wide PR campaign (tbc)

- 16.6 The success of the stakeholder engagement, consultations and communications strategy working together will prove key to the positive impression of how BCP Council has managed the delivery of this programme, as it will cause disruption over a considerable period (approx.18-24 months) and potentially how the finished development is received.

17 KEY DELIVERY MILESTONES

- Preliminary design stage for both highway and public realm works to continue on current programme to detailed design stage.
- September 2019 – BCP Cabinet consider Lansdowne Programme Update and recommendations for scheme implementation
- Autumn 2019 – Stakeholder consultation and engagement process begins
- Late 2019 – Programme team to consider outputs from stakeholder engagement
- Late 2019/Early 2020 – enabling works commence at Lansdowne Roundabout
- Summer 2020 – Public Realm works contractor appointed
- Spring 2021 – DLEP milestone for GD3 funding spend completed.
- Spring 2022 – Final construction works completed

18 RISK

- 18.1 The risks for this programme reflect to a large extent the constraints this programme faces:

- Decision Making changes – impact on delivery timelines
- Ability to deliver on time
- Ability to deliver on budget
- Gain Stakeholder buy in – avoid appeals to TRO process
- Lack of resource – BCP & external (impact on costs & timeline)

- 18.2 There is a RAG rated risk register that is amended every month with the input from all levels of the Governance structure.

19 FUTURE DECISIONS

- 19.1 Fundamentally anything can be built, it simply comes down to time, money and appetite. We have limited amounts of both time and money and the Steering Group has and will provide the relevant steer regarding appetite for change when required.
- 19.2 Milestones and key decisions expressed in this Lansdowne Programme Update are based on the constraints under which the project is currently being delivered. The Steering Group and Cabinet will be given the opportunity to review this plan and the outcomes that it will deliver.

- 19.3 There is also the ongoing conflict between creating a viable public realm that will become a vibrant destination place for the local and wider community whilst also ensuring the existing and projected local traffic flow in the Lansdowne area is maintained. To do so requires a compromise and the Steering Group has and will going forward be required to make this decision which also touches on appetite for change.
- 19.4 Finally, the previous political landscape has tailored preferences and direction of travel for this programme to date, however due to recent changes resulting from BCP Council creation and subsequent elections the way forward may well differ from what has gone before which may impact on the programme's ability to deliver on time and on budget.