



Report subject	BCP Commissioning Plan for Regeneration and Development and Urban Regeneration Company Business Plan
Meeting date	27 October 2021
Status	Public Report with Confidential Appendix 2
Executive summary	<p>The opportunity to shape a better Bournemouth, Christchurch and Poole in the coming years is a hugely significant one. The BCP area faces a demand for over 2,000 new homes to be built each year over the next 16 years. To deliver these homes, as well as new offices and infrastructure, and realise the vision of a world class city region, as set out in its Big Plan, the Council will need to act at scale, deliver at pace and ensure development and placemaking of the highest quality.</p> <p>This report proposes that the Council should adopt a commissioning model for regeneration working with key partners including its Urban Regeneration Company (URC), <i>BCP FuturePlaces Limited</i>, the Bournemouth Development Company (BDC) and the Boscombe Towns Fund Board to deliver high quality regeneration and development for residents.</p> <p>This report explains the Council's approach, detailing how it will commission services from <i>FuturePlaces</i>; the initial plans for regenerating key sites, and the anticipated outcomes from the approach.</p>
Recommendations	<p>It is recommended that Cabinet approves:</p> <ul style="list-style-type: none"> a) The commissioning approach to Regeneration and the Commissioning Plan described in this report, including the reporting and monitoring arrangements below and attached at Appendix 1. b) The URC Business Plan shown at Confidential Appendix 2. c) That the Council's formal relationship with the URC will be governed through several legal documents including: the Commissioning Contract; Articles of Association; a Shareholder's Agreement; a Support Services Agreement.

	<p>d) That responsibility to finalise the terms of these documents be delegated to the Corporate Property Officer, in consultation with the Monitoring Officer.</p> <p>e) The initial sites and projects to be taken forward for development by the URC as shown in Table 1 and detailed in the Business Plan at Confidential Appendix 2.</p> <p>f) The budget required by the URC to manage its planned programme and deliver the development management services necessary to progress the development of the sites identified in the business plan, subject to the approval of the additional budget by Council.</p> <p>Cabinet recommends to Council that it approves</p> <p>g) The financial recommendations as set out in the 29th September Cabinet report entitled 'Accelerating regeneration and investment in the BCP area' namely:</p> <ul style="list-style-type: none"> i. To approve £3.404m of additional resources to support the regeneration programme in 2021/22 (including £0.380m to fund the first phase of the Seafront Strategy. ii. To note that £3.470m has been requested to support regeneration in 2022/23 and £1.331m annually thereafter which will be subject to formal approval as part of the 2022/23 budget and Medium-Term Financial Plan Update report in February 2022.
Reason for recommendations	<p>The opportunity for investment, regeneration, and development within Bournemouth, Christchurch and Poole is significant. There is a compelling need for the Council to intervene proactively to improve the quality and quantity of development and embrace the best practice and innovation in place-making by learning from industry experts across the UK and internationally.</p> <p>This means hiring practitioners with a proven track record of accomplishment and ensuring plans are put in place for key sites such as Holes Bay, so they do not remain undeveloped for another 20 years.</p> <p>In May and September 2021, Cabinet supported the establishment of an Urban Regeneration Company, and approved the proposal to form the company.</p> <p>In order to service this approach and provide an intelligent client function, the Council needs to move to a commissioning model for regeneration with Officers preparing a Commissioning Plan. This approach is being proposed for the following reasons:</p>

	<ul style="list-style-type: none"> • The scale and complexity of regeneration sites across the BCP area and the need for additional housing is too big for the Council to pursue solely using its existing staffing resources. New expertise and insights are needed. • The proposed approach will allow officers to develop and agree strategy with Members and oversee delivery, in accordance with policy objectives set by the Council. • A 'Commissioning' approach to delivery will bring greater consistency to project and programme governance through an account / contract management model enabling relationships with the URC, BDC and the Boscombe Towns Fund Board to be managed in similar ways, with regular reporting to Members. • Commissioning will reduce delivery risks by providing a consistent framework within which projects may be scrutinised and risk assessed as they progress from conception through to planning and implementation. • The new commissioning model will allow the Council to benefit from subject matter experts in development management with the necessary professional, commercial, and technical expertise to deliver large scale regeneration programmes, while also helping to build capacity and expert knowledge within the Council. • The commissioning model will help the Council to accelerate investment across the BCP area by developing 'investor ready' sites and projects and forming new investment partnerships. <p>The new approach will enable development to proceed at a scale appropriate to an urban context while respecting and recognising the value of our distinctive local communities and smaller settlements.</p>
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Corporate Director	Graham Farrant
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Wards	Council-wide

Classification	For Decision
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Background

1. At its meeting on the 26 May 2021, Cabinet supported the establishment of an Urban Regeneration Company (URC), now BCP FuturePlaces Ltd, which aims to achieve a step change in the scale, pace, and ambition of regeneration in the BCP area – the 10th largest urban authority in the UK.
2. BCP Council's *Big Plan* sets the ambition for the BCP area to be world class – one of the best coastal places in the world in which to live, work, invest and play. The Big Plan sets out five key aims that, if achieved, would deliver changes across the whole area supporting the creation of over 13,000 jobs across the local economy, the growth of businesses and prosperity of local communities.
3. One of the aims of the Big Plan is to **act at scale** and deliver more than 15,000 new homes for people of all incomes. This target can only be achieved through a mixture of direct investment by the Council and enabling third parties within the market to build a sustainable mix of housing from affordable homes to high-end, apartments and houses.
4. A commissioning approach combined with a Stewardship Model of regeneration offers the opportunity to provide better outcomes to local residents over the long term, enabling more desirable placemaking and a better place to live. It is also vital that as new developments proceed, they create places that are sustainable, attractive, liveable communities that reflect the best current practice in placemaking.
5. It is equally critical in creating the URC that the principles of long-term stewardship of places, building quality and value through patient capital investment are embedded.
6. In order to support this change, the Council client-side team must also adapt its way of working to support a shift to a commissioning function.
7. This report outlines the detailed approaches contained within the appendices and how the two will interface.

A Commissioning Approach to the Future of Regeneration

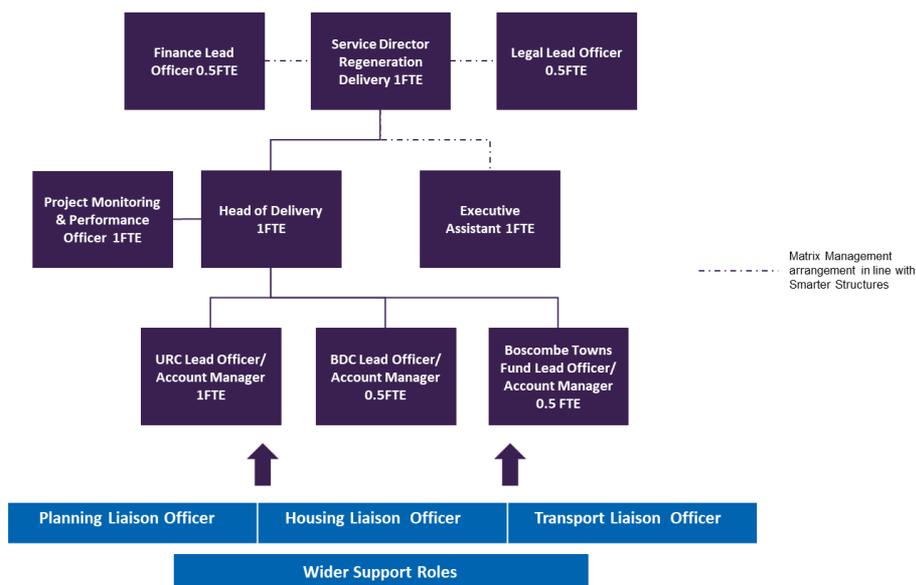
8. In order to ensure that key delivery partners, such as the wholly owned Urban Regeneration Company (URC), Bournemouth Development Company (BDC) and Boscombe Towns Fund Board are fully enabled to work collaboratively with the Council, the Council needs to adopt a commissioning approach to regeneration. This approach will ensure that the Council retains an intelligent client function that minimises risk, facilitates cross-party collaboration and maximises impact for the Council.
9. The Commissioning Plan attached at Appendix 1 provides a framework of strategic guidance and direction that guides and oversees the delivery of placemaking and regeneration services. The Plan sets out:
 - The Council's aims and objectives for regeneration
 - Service standard requirements

- The Council's expectations in terms of project and programme management, reporting and budgetary control.
10. The objective of commissioning is to ensure that the scope and specification of services are clearly articulated and built into agreements and structures from the outset and managed through the life of the programme.

An Intelligent Client Function

11. Effective governance and oversight of regeneration delivery will be necessary to ensure the Council's objectives are being delivered and its duty to ensure best value is being met. This will be achieved by setting up a Client Team within the Council reporting to the Director of Delivery. The Director of Delivery will act as the 'client' for regeneration with support from contract managers who will both support partners and also oversee delivery, holding them to account for meeting targets and achieving performance standards.
12. The team will undertake contract management, performance monitoring, and oversight of the activities of the URC, BDC and the Boscombe Towns Fund Board. However, the governance of the individual relationships will vary according to the constitutional and contractual arrangements for each organisation.
13. The client team will be responsible for ensuring that the intended regeneration and placemaking outcomes are delivered in terms of housing delivery, economic, social, environmental and cultural improvements. They will provide strategic guidance for the Council's key partners, ensuring that there is an appropriate translation from the Council's strategic priorities into the partner's priorities.
14. In order to provide the appropriate level of quality assurance, given the size of the total portfolio across the URC, BDC and Boscombe, the proposed Commissioning Team structure is outlined below:

Regeneration Client Team Structure



15. The role of the Commissioning Team will be to act both as an enabler of regeneration and development – supporting the URC, the Boscombe Towns Fund Board and BDC with their plans, as well as a mechanism for quality assurance and performance monitoring. The team will provide a single point of contact within the Council for resolving any issues that may be creating problems for the regeneration of key sites and ensuring a constructive and positive approach to partnership working. The initial structure will be reviewed within the first two years to ensure its continuing fitness for purpose.

A Commissioning Model Impact on Bournemouth Development Company (BDC), and The Bournemouth Towns Fund (for Boscombe)

16. In addition to the URC, BCP Council has two major regeneration delivery partners: the long-established Bournemouth Development Company (BDC) and the recently formed Bournemouth Town Deal for Boscombe.
17. The Bournemouth Development Company (BDC) was set up as a joint venture (JV) in 2011 by Bournemouth Borough Council. To date, 4 sites have been completed by BDC and 2 are currently in progress: Winter Gardens and Durley Road. There is 10 years to run on the remaining option agreement which includes a further 9 sites.
18. In Boscombe, the Towns Fund Board has received an indicative award of £21.7m from the Government to kick start town centre regeneration.
19. The Towns Fund presents a transformational opportunity to unlock ambitious regeneration plans for this disadvantaged neighbourhood to create new homes, improve public realm, and open spaces, and create new community, skills, and enterprise facilities so that Boscombe can thrive and prosper in the future.
20. The Client Team will manage the relationships with the URC, BDC, and the Boscombe Towns Fund Board in a similar way, ensuring the development and delivery of regeneration projects remains aligned to policy objectives set by the Council, bringing greater consistency to project and programme governance through an account/ contract management model, and reducing risks to delivery by ensuring projects are properly scrutinised and risk assessed as they progress from conception to planning and through to implementation.

A Commissioning Model Approach to the Urban Regeneration Company (URC)

21. The regeneration client team have put together a Commissioning Plan for approval by Cabinet (Appendix 1). The Commissioning Plan offers strategic guidance and direction to the URC setting out service standards and arrangements necessary to ensure effective programme and project management and budgetary control.
22. This Commissioning Plan is expected to be updated on an annual basis, in order to set the strategic commissioning priorities of the Council each year.
23. This Commissioning Plan will form a part of the Commissioning Contract, a formal contractual relationship with the URC, that will set targets specifying the sites to be advanced for development and the outcomes the Council wishes the URC to achieve. These will take account of the Council's service priorities and the needs of

local communities, but they will also be informed by the URC's own research and consultation work on the needs and opportunities within each local area.

24. The URC's Annual Business Plan will respond to and mirror the requirements of the Commissioning Plan and be informed by its detailed knowledge of the opportunities presented in each local site. In effect the Commissioning Plan (Appendix 1) and URC Business Plan (Confidential Appendix 2) are sister documents. The Council will specify the regeneration outcomes it wishes the URC to deliver: the URC will propose how they believe the outcomes can best be achieved. As part of this process the Annual Business Plan will be approved by Council, which will then feed into wider Council planning processes, such as the MTFP.
25. The Regeneration Client Team will monitor service standards, and review and evaluate outcomes in line with the methodology set out in the Commissioning Plan, to ensure that the key deliverables have been provided.

Urban Regeneration Company (URC) – FuturePlaces

26. In May 2021, Cabinet approved an innovative approach to delivering regeneration and development across Bournemouth, Christchurch, and Poole.
27. This saw the creation of the Council's Urban Regeneration Company (URC), *FuturePlaces* which has been tasked with driving the regeneration of sites across the BCP area with a gross development value of over £2bn and the potential to create around 3,500 new homes.
28. *FuturePlaces* has been set up to address capacity and skills gaps in the Council's staff resources by employing people with the expertise needed to bring sites forward at pace. The company will be led and managed by an executive team that will provide dedicated and focussed leadership. Its structure as a separate, Council company will also provide a measure of protection against calls on resources that tend to occur when teams are part of a larger organisation.
29. The proposals arising from this work are covered in the FuturePlaces Business Plan attached at Confidential Appendix 2. It responds to the strategic priorities raised by the Council within the Commissioning Plan and is predicated on the company being able to secure the staff resources and expertise needed to enable the agreed priority sites and projects to be taken forward.

A Stewardship Approach to Regeneration

30. *FuturePlaces* plans to pursue an approach to regeneration based on principles of stewardship. These are founded upon research first identified by the Building Better Building Beautiful Commission and then undertaken by the Stewardship Initiative which has completed a systematic review of high quality, contemporary housing schemes and the commercial conditions under which these have been taken forward. In every case, high quality, residentially led urban development at scale has been shown to be the product of long-term landowner involvement, and of a patient approach to financial returns. BCP Council, as a long-term actor within the area, is well placed to implement a stewardship approach to placemaking within its conurbation, supporting the area now and in the future.

31. Adopting a stewardship-led approach to regeneration offers the opportunity to address these challenges, delivering more plentiful, better homes to local residents, while aiming to improve the quality of life for existing residents in these areas.

A Coastline of Opportunity

32. FuturePlaces will pursue an initial portfolio of 14 development sites across the BCP area undertaking the necessary development management work to bring these sites forward for development. The detailed sites and indicative expenditure are set out in confidential Appendix 2. The sites in question are summarised at table 1 below.

Table 1 Summary of URC Development Sites

	Site	Present Use	Working Hypotheses
1	Beach Road Car Park	Car Park	Asset optimisation
2a	BIC/ARC	Conference centre & surroundings	Redevelopment & regeneration of key site
2b	Winter Gardens Revision	Car Park	Place making input
3	Boscombe	Area Based - High Street; Sovereign Centre; Royal Arcade & surroundings	Area based regeneration
4	Poole Old Town & Quay	Area Based - High Street; Between the Bridges; West Quay & surroundings	Area based regeneration
5	Christchurch	Area Based & Former Civic Centre Asset and car parks	Area based regeneration & asset optimisation
6	Heart of Poole	Council assets: Dolphin Centre; Dolphin Leisure Centre; Seldown Road Car Park & public realm	Area based regeneration & asset optimisation
7	Holes Bay	Brownfield site	Area based regeneration & asset optimisation
b	Carters Quay Design Quality Exercise	Vacant site	Design quality management and place making
8	Poole Civic Centre	Former Civic Buildings & Car Park	Area based regeneration & asset optimisation
9	Turlin Moor	Housing Estate	Place making inputs & development strategy
10	Wessex Fields	Greenfield site	Place making inputs & development strategy
11	Port of Poole	Partnership opportunity	Capacity and connectivity issues; optimisation of asset
12	Constitution Hill	Redevelopment site	Asset optimisation
13	Extra Care Village	Partnership Opportunity	Extra Care provision strategy

14	Cotlands Road ^[1]	Car Park site	Area based regeneration & asset optimisation
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^[1] BDC site, with options and viability to be determined in cooperation

33. In addition to working on the development of the above sites the URC will progress a number of strategic studies and thematic projects aimed at unlocking the place potential of the BCP area. These may include studies in the following areas:

- Retail Vacancy Studies and Gap Analysis
- Hotel Gap Analysis
- Market Study on Future of Conferencing and Events
- Greener Carparks & Landscape Design
- Seafront Pop-up Restaurants
- Seafront Design Coding & Car Parking
- Poole High St level crossing; Poole station etc
- Place Potential Strategy (resort, cultural, sport etc)
- Property Market Performance Report (baseline plus regular update)
- Integrated Transport Study
- Rail Frequency Study
- Land-Use Intensification Study
- Cultural Proposition
- Small Sites Strategy
- Grey Field Sites Strategy
- Design Codes
- Car Parking Study
- Strategic Landscaping Study (gateways; waterfront).

Options Appraisal

34. A systematic review of options for the future delivery of regeneration was undertaken in May 2021 using Treasury Green Book methodology, to consider both service scope and delivery options. The options were set out in the business case that supported the 26 May Cabinet decision to set up the URC. They were appraised against five critical success factors:

- Strategic Fit:
 - Dedicated Leadership and Focus
 - Accelerated Delivery
 - Adaptability and Flexibility
 - Scalability
 - Talent Attraction
- Potential Value for Money
- Affordability
- Supplier Capacity and Capability
- Achievability

35. The following service delivery options were appraised:

- a) In House: Direct Delivery

^[1] BDC site, with options and viability to be determined in cooperation

- b) Special Purpose Vehicle
- c) Joint Venture
- d) Strategic Partnership
- e) Expansion of existing Council Owned Company (Seascape Homes).

36. The options were reviewed against six success criteria: Value for money, Dedicated Leadership and Focus, Accelerated Delivery, Adaptability and Flexibility, Scalability, and Talent Attraction.
37. The comparison concluded that the option most likely to meet the Council's strategic objectives was the formation of a dedicated Urban Regeneration Company (URC) supported and overseen by a client Team within the Council reporting to the Director of Delivery. The Director of Delivery will act as the 'Client' for regeneration with support from contract managers who will oversee performance and manage the key relationships with delivery partners.
38. It is anticipated that the preferred option will bring greater consistency to project and programme governance through an integrated account / contract management model. This will allow relationships with the URC, BDC and the Boscombe Towns Fund Board to be managed in a more consistent way, reducing risks to delivery by ensuring projects are scrutinised and risk assessed as they progress from conception to planning and implementation.

Summary of financial implications

39. While the set-up of FuturePlaces will incur additional expenditure including staffing and running costs, the business case makes it clear that over a 10-year period the focus of expert resources that the URC will bring additional benefits of around £80m through its activities to accelerate and improve the quality of development across BCP.
40. The financial implications for the Council stepping up its regeneration efforts in this way are significant. The setting up of the URC's operations; allied to the residual costs of consulting support from Inner Circle Consulting; the costs of Council commissioning staff and the necessary technical and market studies such as ground Investigations; ecological surveys and transport assessments are anticipated to require a further £3m to be spent in 2021/22 and around £3.5m to be spent in 2022/23 and around £1.3m per annum thereafter. However, by making the necessary investment the Council will be able to accelerate the development of the 11 major sites it owns and achieve the benefits set out in the URC business case which are predicated on delivering over £2bn in gross development value once fully built out.
41. The estimated URC costs are shown in table 2 below.

BCP Regeneration - Corporate Priority		
Budget Requirements	2021/22	2022/23
Inner Circle	431,850	0
BCP Futureplaces Limited - Staff	1,119,692	1,706,126
BCP Futureplaces Limited – Operational costs	424,589	516,876
BCP Client Team – Staff	628,599	660,489
BCP Client Team – Other	495,161	126,353
Contingency	251,767	297,812
Total	3,351,658	3,307,657
Existing Budget		
Corporate priority - Regeneration	(1,750,000)	(1,750,000)
Existing BCP staff base budget	(226,400)	(226,400)
Total	(1,976,400)	(1,976,400)
Additional Budget request 2021/22 – URC and Client teams	1,375,258	1,331,257
Budget Requirements	2021/22	2022/23
Development enabling costs	1,935,440	2,946,405
Existing Budget		
Existing Capital Investment Programme revenue budgets (applied as appropriate)	(286,650)	(807,850)
Additional Budget request 2021/22 – Development enabling costs	1,648,790	2,138,555
Total Additional Budget request 2021/22	3,024,048	3,469,812

42. Council is asked to formally approve the extra £3.024m of additional resources being requested for 2021/22 having already applied £0.287m of existing project resources previously approved by BCP and legacy councils. As this request falls outside the approved 2021/22 budget framework of the council these resources will need to be allocated from the Council's Financial Resilience Reserves.
43. Based on the June MTFP Update report the Council had £20.870m available in its Financial Resilience Reserves not previously committed to either the 2021/22 or 2022/23 budget of the council. Of this amount £4.2m is committed to this and other 2021/22 resource requests through the September 2021 reports to Cabinet. Further requests are likely to come forward as part of the 27 October 2021 reports to Cabinet.
44. Cabinet is also asked to note the additional resources requested to support the regeneration programme in future years: £3.470m in 2022/23, having already applied £0.408m of existing project resources previously approved by BCP and legacy councils and assumes £0.400m of future scheme costs will be capitalised in 2022/23. The £0.400m assumed to be capital will be brought forward separately for approval within each of the individual scheme business cases. Plus £1.331m per annum thereafter. This is on the basis that Council will formally be requested to approve these resources as part of the 2022/23 budget and Medium-Term Financial Plan (MTFP) Update report in February 2022.
45. In considering investing in the regeneration programme set out in this report members will need to reflect on their responsibility to both current and future taxpayers and its

fiduciary duty to be prudent in the administration of its funds. In that regard, members should consider the financial sustainability of the Council in the context of the funding gaps in the MTFP and that any drawdown from the Council's Financial Resilience Reserves will reduce the Council's flexibility in managing future years' deficits. It should also be borne in mind that the funding gaps in the MTFP are subject to a number of risks including an ambitious £42.4m in annual, additional transformation savings in the period before 31 March 2024.

Summary of legal implications

46. It is proposed that the Council should adopt a commissioning approach to regeneration. The Council is empowered to do anything that a private individual may do pursuant to section 1 of the Localism Act 2011. More particularly, the Council is empowered to enter into contracts for the provision to it of services pursuant to section 1 of the Local Government (Contracts) Act 1997.
47. If the approach is approved, the Council would predominantly commission those services from existing vehicles, including a joint venture limited liability partnership, BDC (which was subject to a tender in compliance with the Public Contracts Regulations 2006) and a wholly owned "Teckal" vehicle set up by the Council earlier this year, BCP FuturePlaces Ltd (in compliance with section 4 of the Localism Act, The Local Authorities (Companies) Order 1995 and the Public Contracts Regulations 2015), although further alternative delivery arrangements may be considered and entered into in future subject to compliance with the relevant legal requirements. Further details of the current commissioning arrangements were set out in the relevant decisions taken at the time and are not repeated here.
48. As regards regeneration, the Council is permitted to develop land pursuant to section 2 of the Local Authority (Land) Act 1963 and section 12 of the Local Government Act 2003 provides that the Council is entitled to invest for any purposes relevant to its functions under any enactment. Local authorities also play a pivotal role in housing delivery, as housebuilders via the Housing Revenue Account, through housing delivery vehicles and in the exercise of their strategic planning functions.
49. The nature of the commissioning arrangements are or will be documented by way of formal written agreement and will be overseen as described in this report via the contract management mechanisms provided in the relevant agreement / (s).
50. Pursuant to the shareholder agreement between the Council and the URC (currently in draft, but anticipated to be adopted substantively in that form), the Council's approval of the URC's annual business plan is required. It is noted that the business plan may be approved subject always to the approval of the Council's budget in relation to the relevant period (i.e., confirmation of the Council's financial commitment to delivery of the business plan) in future years. However, the contract management arrangements will facilitate oversight and control by the Council of the expenditure of approved sums and delivery of the approved business plan in each financial year.

Summary of human resources implications

51. Future Places will set its own employment terms and conditions and payroll arrangements. The Company Reserved Matters provide detail on the decisions that remain with the Council in relation to Director appointments. Care will be taken to minimise the prospect of TUPE transfer and Equal Pay considerations. Staff will be

recruited into the company on the open market subject to identifying individuals with the requisite skills, qualifications, and experience.

Summary of sustainability impact

52. As a Council owned company, the URC will be required to provide its operational response to the Council's climate change emergency declaration.
53. The URC will contribute to the Council's Climate Emergency action plan by ensuring new development is resource efficient, adopts low carbon technology and leads to sustainable communities which are resilient to climate change and contribute to Biodiversity Net Gain either on site or through natural capital and landscape strategies.
54. The URC will be tasked, through the Commissioning Contract, with pursuing a low carbon approach to development: minimising the carbon impact of new developments, ensuring walkable neighbourhoods, and providing good access to public transport services.
55. The URC will play a key role in ensuring that opportunities are taken to reduce our city region's carbon footprint by providing sustainable transport choices and delivering low-carbon, energy efficient buildings. They will aim to lead by example developing cleaner supply chains building local capacity to take forward the carbon reduction agenda. Cleaner supply chains and building the capacity to deliver carbon reduction locally.
56. Within the constraints of commercial viability and value for money, the URC will aim to deliver the best possible standards of low-carbon, energy efficient buildings taking account of the established BREEAM classifications.
57. A Decision Impact Assessment (DIA) was completed in relation to the creation of the URC and sustainability feedback from officers across the Council has been used to inform the requirements set out in the Council's commissioning plan. Projects and programmes delivered by the URC will be subject to further assessment as part of the business case development process to ensure that individual schemes meet the required standards.
58. There will be similar provisions in the Council's relationships with the Boscombe Towns Fund Board and BDC to ensure that the response to climate emergency and imperative to decarbonise are carefully considered through sustainability impact assessments.

Summary of public health implications

59. By accelerating regeneration and investment there will be a better prospect of sustaining jobs and prosperity across the BCP area, improving housing and high-quality open spaces, with well designed, walkable, inclusive neighbourhoods that help promote health and well-being.
60. The URC will aim to produce developments that place a premium on quality-of-life considerations including safe, walkable neighbourhoods with good local amenities and access to quality green and open space.

Summary of equality implications

61. An Equality Impact Assessment (EIA) has not been carried for this report. This report's primary purpose is to describe an innovative approach to regeneration which will enable the Council to accelerate investment in the area, rather than change its overall strategy which remains focussed upon tackling those areas within BCP that need regeneration and renewal. Full Equalities Impact Assessments will be undertaken as part of the scheme development process.

Summary of risk assessment

62. The key risks associated with the proposal to approve the URC business plan are as follows:

- Operational risks through failure to achieve delivery targets set out in the Commissioning Contract.
- Financial risks e.g., through engagement in an external investment partnership which could fail.
- Planning risks through failure to achieve consent for proposed projects.
- Market risks through a downturn in the property market affecting local property values.
- Reputational risks through BCP FuturePlaces creating difficulties for the Council e.g., developing a position contrary to planning policy.

63. These risks will be managed through the relationship between the Client Team and the URC guided by the terms of the Commissioning Contract and related agreements including the requirement for the URC to develop and maintain a risk register for its key projects and activities.

Background papers

Published Works:

- BCP: The Big Plan
- Proposed Regeneration Vehicle Options Appraisal – Cabinet Paper 26th May 2021
- The Future of Regeneration in Bournemouth, Christchurch, and Poole – Cabinet Paper 10th March 2021
- The SHMA

Appendices

Appendix 1 - Strategic Regeneration Commissioning Plan

Confidential Appendix 2 – Future Places Business Plan