

FuturePlaces.

Annual Review 2022 - 2023

Date: 12th February 2023

BCP FuturePlaces Annual Review 2022 – 2023

1 Introduction & Background

BCP FuturePlaces is a wholly owned Urban Regeneration Company (URC) established under the Teckal exemption¹ by BCP Council in October 2021 with the intention of accelerating the delivery of regeneration and transformational development of key council-owned sites. Although BCP has many outstanding features, some of its built environment does not match its potential. That is why it was felt necessary to create FuturePlaces. By creating a dedicated team, the Council could secure access to the skills necessary to realise BCP's place potential and trigger inclusive, sustainable growth.

Wholly owned by BCP Council, FuturePlaces is charged with securing social, economic and environmental change aspirations as well as financial returns through high quality place-making. This will support the attraction of sustainable investment; promote economic prosperity, and improve quality of life for residents, businesses and people who work in the area and visitors alike.

Like all Councils, BCP Council is resource constrained. Existing teams have their hands full managing existing housing stock, in-train projects, and services. Rather than replacing, duplicating, or superseding these, the purpose of FuturePlaces is to:

- Provide extra bandwidth to existing property facing departments within the council by providing additional place making and delivery expertise, advising and supporting the Council on an initial list of 14 projects, and the sub-projects that have emerged.
- Apply the specific lens of place to otherwise segmented council agendas and policy areas, and to consider BCP's 'place-competitiveness' against other areas.
- Deploy expertise in property inception, place making, regeneration delivery and financing of projects to secure best outcomes.
- Act as an enabler, interfacing effectively between the council and the property investment and development market, to bring expertise in design quality management, place making, agile delivery and stewardship investment practice to secure best regenerative development outcomes.

As a separate commercial vehicle, to be able to act more nimbly than a public sector body would often be able to, and;

- Act on a level playing field with others in the property market to bring forward regenerative development and new sources of revenue for the Council.
- Operate through an innovative financing model, the Council has designed a mechanism to minimise the impact on sparse Council revenue budget

In its first year of operation, to deliver on these objectives BCP FuturePlaces has:

- Recruited a team of outstanding property, regeneration, stakeholder engagement, place making, design and finance professionals

- Created a new organisational structure to support innovative project inception and development practices and a programme management process to ensure delivery.
- Developed effective interfaces with BCP Council, the property market and financial investors.
- Recruited an independent board of the highest calibre and developed effective governance frameworks.
- Developed effective interfaces and outsourcing relationships with BCP council departments, and with external urban designers, architects, engineers and construction contractors to enable the URC to remain a lean and flexible organisation.
- Implemented systems, procurement, Ways of Working and IT to facilitate all of the above.

This first BCP FuturePlaces Annual Review sets out reports on key areas of activity it has undertaken, and highlights progress on the projects.

1.1 BCP FuturePlaces – One Year On

1.1.1 FuturePlaces' Board

An independent board has been appointed, chaired by Lord Kerlake, bringing the highest standard of governance and industry leading regeneration expertise to support the company.

Chair: Lord Kerlake

Executive Director Gail Mayhew, Managing Director

Executive Director Craig Beevers, Chief Operating Officer

Non-Executive Director Karima Fahy

Non-Executive Director Pat Hayes

Non-Executive Director Ian Marcus

Shareholder Representative (Board Observer) – Graham Farrant

Company Secretary – Rebecca Lawry

When the company was created, the initial board included elected members of the Council. These members made it clear that they viewed their role as temporary, and that they would step down as soon as an independent board of requisite quality could be appointed. This is no small task for a start-up business, as high-profile, high-quality candidates need assurance of the business model, direction and support for the company and a critical milestone was the adoption of the Business Plan in July 2022 by BCP Council. It is a testimony to the foundational work undertaken on FuturePlaces by the BCP Commissioning Team and respective departmental interfaces, and the corporate team at FuturePlaces that an outstanding Board of national calibre has been brought together.

With the appointment of the independent Non-executive Directors, the elected members of BCP Council have stepped down. FuturePlaces now has a fully independent board as it moves forward into the delivery phase of its projects.

1.2 Governance

During the first year of operation, FuturePlaces and the BCP Council commissioning team have reviewed and refined the governance processes both of FuturePlaces and of the individual projects, to ensure transparency, oversight and effective member, officer, and stakeholder engagement.

A project commissioning and gateway process was designed by independent, external consultants prior to the creation of FuturePlaces to ensure impartial control and scrutiny of key decisions. This includes a detailed shareholders agreement, which assigns all key decisions such as the hiring of directors, agreeing of project lists and budgets, and any “go/no-go” decisions on investment or workstreams to the Council. In addition, FuturePlaces’ bank accounts are operated under the direct scrutiny of BCP Council Finance Department to ensure that control of expenditure is to *exactly* the same standard as any other Council department.

It is rare that a plan is perfect in its first iteration, and at the instruction of BCP Council’s Overview and Scrutiny Committee the approval processes have been reviewed, and remain under review, to refine and improve them. Duplicated or unnecessary work does not improve control, it simply cost money and it is for this reason that the Council and FuturePlaces review the effectiveness of each commissioning step. This process is lead by is BCP’s Director of Regeneration as lead commissioning officer. The Commissioning team also provides regular oversight of the programme and project development, reporting to BCP Council’s CEO. As projects mature into Outline and Full Business Cases these are taken through the formal process of council approval, including Member briefing and Place Oversight & Scrutiny Groups.

The new, enlarged and fully independent Board’s first task is a full review of FuturePlaces activities and governance processes, to learn from the start-up experience and learn whatever lessons are available

1.3 Member – FuturePlaces Engagement Forum (MFEF)

To ensure that Elected Members of BCP Council are fully informed on the FuturePlaces programme and approach to projects, a Member-FuturePlaces Engagement Forum (MFEF) has been established. This is chaired by Lord Kerslake, Chair of FuturePlaces with senior FuturePlaces staff. The Portfolio Holder and Lead Members for Regeneration and BCP’s CEO will also attend Forum meetings, to discuss the upcoming programme. Each political grouping has identified a Member to the group.

1.4 Project Engagement

Local Members, and Members with portfolio interests in specific projects are engaged on an individual project basis through a process of formal engagement, discussion, and participation in stakeholder engagement and charette workshops.

1.5 Ways of Working

FuturePlaces was established to bring additional delivery capacity in regeneration delivery and placemaking to BCP, not to compete with nor duplicate council functions. The company has put in place formal and informal collaborative working practices to ensure that projects build upon work undertaken in the past and are strongly aligned to current council priorities and policy. The project inception and briefing process that has been established (see 2.3 below) creates a structured process to bring council expertise and insight, as well as prior work, to the project development process. FuturePlaces attends the BCP Council Big Plan Delivery Board to ensure coordination of projects with core corporate priorities and to monitor progress, whilst regular meeting rounds with key council departmental leads and departments further reinforce coordination and collaborative working.

As they move forward into the planning process, FuturePlaces' projects are subject to Development Management in the same way as developments that emerge from the private sector.

As the Council's 'expert' capacity in placemaking and regeneration delivery, FuturePlaces brings this lens to policy development and engagement in strategy development. Critically, the emerging *Draft Regeneration Strategy* sets out a vision for place transformation and regeneration in complement to the Draft Local Plan which will help to guide assessment of value for money against key objectives; and project prioritisation against overall regeneration and place making goals. FuturePlaces takes a long-term, stewardship approach to council-owned assets to ensure important local sites provide high quality places to serve the needs of the community over the long term with the community and stakeholders playing a key role in shaping how projects are developed through the 360-engagement process and on-going design development engagement.

1.6 Summary Project Progress

During the first year of operation significant progress has been made across the programme of 14 sites identified for delivery, and some additional projects and sub-projects have been identified to the company through the commissioning process.

Five Outline Business Cases and one Investment Case have been delivered:

Project	Proposal
Poole Civic Centre	Conversion of the listed Art Deco Town Hall to a quality boutique hotel; development of former car park and town hall annexe for upwards of 300 homes.
Chapel Lane Car Park North	Redevelopment of car park to 'restitch' urban fabric through sensitive, mixed-use infill to create a gateway to Poole Old Town and High Street delivering Class E affordable business space and 24 apartments.
Christchurch Civic Centre	Conversion of former civic building to hotel use; landscape enhancement of Bridge Street. Car Park and redevelopment of rear car park for residential and car parking use.
Constitution Hill	Delivery of circa 100 homes for local people on former college site together with retention of heritage buildings for community uses and enhanced landscape management of established woodland, introducing public access.
Beach Road	Delivery of a marketable development site and enabling works to bring forward a renewed car park, replacing present parking capacity, within a well-considered green infrastructure plan.
Poole Town Quay	BCP FuturePlaces was commissioned to take forward the Investment Case and design concept for public realm design for Poole Town Quay, to underpin regeneration of Poole; respond to the needs of multiple users and the heritage context.

Substantial progress has also been made on strategic schemes which will be brought forward during 23/24.

Project	Proposal
Holes Bay	Identification of remediation, land stabilisation and flood risk approach together with water, waste and energy strategy. Testing of key urban design principles through consultation. Development of reference masterplan, delivery and phasing strategy to include upwards of 1000 new homes, local servicing, waterfront leisure and F&B, cultural and employment uses and an extended park across the wider site.
Wessex Fields	Identification of partnership development approach for this key employment-driven site bringing together University Hospital Bournemouth, Friends of the Elderly and BCP council's interests. Development of a reference masterplan recognising the location's increasing role as a centre of employment within the BCP hierarchy. Identification of movement, utilities and development strategies. Consideration of overall issues of congestion; linkages to adjacent neighbourhoods and the opportunity of Stour Valley Park as a strategic green space. Scheme presently in market testing. Scheme aims to deliver a strategic employment opportunity as well as upwards of 250 key worker homes, extra care and medically adjacent accommodation.
Boscombe – Phase 2	Working in complement to the Towns Fund project, FuturePlaces has been developing a strategy for the delivery of Phase 2 of the Boscombe regeneration masterplan. Scheme will deliver circa 430 new homes and student accommodation.
BIC / Winter Gardens / ARC	<p>FuturePlaces has progressed market studies to consider the future of the conference and events markets in Bournemouth post COVID considering COP 26 and increasing Corporate Social Responsibility requirements to inform future refurbishment or redevelopment plans for the BIC and Winter Gardens sites.</p> <p>Consultant feedback has highlighted the importance of the BIC to the regeneration of Bournemouth Centre; the need to compete with a high level of competition through focus on the special characteristics of the seafront /town centre location. The research emphasises the need for coordinated regeneration strategies to delivery a whole 'place' offer for visitors to Bournemouth including the high street, workplace, cultural and accommodation offers. The need to adopt a coordinated approach to the BIC o optimise the regeneration opportunity, including the BIC, Winterbourne, Winter Gardens and wider West Cliff area is highlighted.</p>
Christchurch – Two Rivers Meet	Capacity study/urban design framework looking at the potential for implementing a coordinated area-wide masterplan to support delivery of flood defences, enhanced community facilities / green infrastructure and housing-led mixed use on this sensitive town centre site is being taken forward.
Poole Town Centre North	Capacity study and urban design framework to support optimisation of a sequence of development opportunities within BCP ownership and through third-party development. The study is considering the infrastructure requirement to support sustainable town centre regeneration and growth in this area and the opportunity to enhance inter-modal, sustainable transport options through a regenerated station quarter. Upwards of 1750 new homes and town centre mixed uses.

Project	Proposal
Poole Quays	Concept public realm design to support delivery of a co-ordinated waterfront public realm linked to the delivery of flood defences in Poole to leverage high quality regeneration of the Poole Waterfront. Delivery of a Poole Quay Design Code pilot funded by DLUHC.
Lansdowne / Cotlands Road	<p>Design Code pilot funded by DLUHC to coordinate development and public realm in the Lansdowne area to deliver a high-quality gateway to Bournemouth and business/educational campus area alongside new residences.</p> <p>Collaborative working with Bournemouth Development Company (BDC) to identify an investment and delivery strategy for Cotlands Road Car Park site in line with local plan aspiration to secure high quality sustainable workspace as part of a mixed-use approach and the emerging Design Code.</p>

Cross Cutting Projects

Several broad cross-cutting or topic-based projects have been undertaken to help inform the overall programme.

Project	
Design Code Pilot	FuturePlaces, together with BCP Planning won a double design code pilot award from the Department of Levelling Up, Housing and Communities (DLUHC) and codes for the Lansdowne and Poole Quays areas will be delivered by the end of March 2023. BCP Planning intend to adopt the Design Codes as Supplementary Planning Documents (SPDs).
Charettes & Engagement Programme	The company has undertaken several charette exercises to rapidly inform delivery strategies for related projects and to establish a collaborative working method between BCP FuturePlaces and colleague BCP departments.
The Big Conversation	The Big Conversation was a shared 'discovery' exercise jointly managed by BCP FuturePlaces and BCP MARCOMMS. This undertook extensive asset evaluation and opinion research across the conurbation to interrogate how local people and businesses feel about the area; what they value and where they can see room for improvement. This exercise begins to uncover a strong place and value proposition which will both serve to inform BCP Council's developing place narrative and branding in future, and FuturePlaces' work with BCP Planning to identify a shared vision for place, feeding through to respective Local Plan and Regeneration strategies.
Selective Parking Study & Spatial Modelling	A selective parking study is helping to inform both FuturePlaces' and Bournemouth Development Company's project briefing and development. Spatial modelling work across several sites is further helping to inform projecting future demands, project development strategies, options analysis and will feed into the regeneration strategy.

Retail Renaissance Strategy	<p>A Retail Renaissance strategy is emerging, building on the findings of the BCP Future Lab study and BCP Economic Development teams' high streets capacity.</p> <p>This emerging approach is informed by the selective parking study, spatial modelling and charette exercises and:</p> <ul style="list-style-type: none"> • recognises the challenges and opportunities of the polycentric urban footprint; • the opportunity to strengthen local servicing to support sustainable and healthy neighbourhoods, and • the need to consider the interaction of retail with other uses. <p>Work is being undertaken to analyse the catchments of key high street locations to understand the catchment extension and regeneration potential in terms of consumer categories, depth of spend and geographical access. Critical asset management factors relative to locations are being identified to be addressed through area-based strategies, and coordination with the Economic Development and Planning teams will be key to delivery. Consideration is being given to the relative performance of different centres within BCP; gap analysis with other locations and how retail occupiers and investment can be most effectively targeted. Communicating the 'place potential' of the locations to the retail market and BCP's overall place positioning will be key to this.</p>
Landscape-led Urban Design / Natural Capital Approach	<p>Landscape analyses across each of FuturePlaces' sites is being brought together to cumulatively assess how the sites under FuturePlaces' project development can contribute in a coordinated and aggregate way to the council's green infrastructure and biodiversity net gain (BNG) obligations. Work is also being coordinated with BCP green infrastructure colleagues to consider the potential for developing a strategic approach towards phosphate, nitrates, SANGs and BNG offsetting, through a possible strategic landscape strategy and natural capital investment approach.</p>
Cumulative Impact Assessment	<p>At Poole Quay, a study was commissioned from Fereday Pollard - experts in delivering linear infrastructure solutions - to consider the cumulative impacts of developments along the quayside and how development objectives can be coordinated between multiple land and property interests. The Lansdowne Design Code similarly will establish a collective vision looking for 'greater than sum of parts' planning and development outcomes.</p>

All such cross-cutting studies are being shared with relevant council departments so that optimum value through multiple applications is achieved, and to inform the emerging Local Plan and Regeneration Strategies.

2 Place Based Regeneration

2.1 FuturePlaces' Financial Model

Aside from the placemaking benefits fostered and enhanced by the FuturePlaces structure, the financial model and operation of the Council-owned company also offers significant benefits to the Council when compared to the traditional way of delivering regeneration projects within Local Authorities. The overall model is not new, but rather builds on tried and tested structures of other Council-owned companies across the country, such as Be-First, with a variant of their financing model.

Traditionally, Councils developing regeneration projects or proposals in-house rely on a team of Council Officers, often without regeneration specialist skills, who in turn take projects through to a Full Business Case stage in conjunction with outside advisers, consultants and contractors. The full cost of these projects' pre-delivery stage is funded through the Council's revenue budget – which is the same budget allocated for the vast majority of the other Council delivered services. This model therefore places significant financial pressure on Council revenue account finances; competing with other Council services. In an era where Council finances are tight, this often means that progressing place-making and regeneration is a thing to be cut when budgets get tight. This pushes regeneration into the hands of third-party private developers whose central objective is to maximise profit in the shortest possible timeframe – as opposed to delivering on best social and regenerative value (i.e., the characteristics most needed in a time of down-turn).

The FuturePlaces model, developed by BCP Council, enables almost the entirety of the pre-delivery work necessary for proper regeneration to be capitalised, ensuring the costs of these works come directly from the projects themselves as a capital spend, and therefore removing pressure on the Council's revenue budget whilst maintaining delivery.

In short, this means that – beyond the initial investment in FuturePlaces - Council Tax money is not being used for regeneration – it's the projects themselves which pay for this work. To enable this, the Council has provided an up-front working capital loan to FuturePlaces which will be repaid to the Council at various stages of approval, such as Outline Business Case and Full Business Case stage, or within a more extended timeframe to enable more projects to be taken to a point of investability.

The revenue risk to the Council for regeneration work therefore only crystallises if the Council at any stage decides not to take the final project to fruition. At this point, the costs would be recharged to the revenue account. However, this is in contrast to almost the entirety of the costs being revenue funded in the traditional method. To mitigate these risks, the FuturePlaces team works hand in hand with the Council's in-house commissioning team and key place departments to ensure that projects remain on track and are likely to continue to secure Council support.

This financial model unlocks significant benefits – it enables a specialist, experienced team to develop lean project inception and development processes; and to maintain a focus on place-making led regeneration without putting pressure on the Council's forward revenue budget, nor forcing the need to take sites to market ahead of key project parameters being established and embedded through planning and commercial structures. It also corresponds much more closely

with the industry standard of regeneration pre-delivery costs being directly leveraged against the projects themselves, rather than Council Tax money being used to fund this work.

In order to deliver on best social as well as financial value for BCP, FuturePlaces has adopted the stewardship patient capital development/investment model and is taking a lead in pioneering this method within the municipal context.

2.2 The Stewardship Proposition

2.2.1 Standard Development Practice

The established model for residentially led real estate development in the UK (the prevailing market driver at present) is one that has traditionally been financed by short term debt. Landowners either option or seek consents and sell to housebuilders/developers, who create homes for sale to end occupiers or increasingly, in more recent times, to long term investors who then rent to the private sector. This model is predicated on optimising short-term profits which are generally maximised by cost compression, encouraging housebuilders/developers to minimise infrastructure, quality, and amenities in the drive for short term returns. Research by Knight Frank for the *Building Better, Building Beautiful Commission*¹ has highlighted that such schemes regularly fail to optimise place making and therefore social value.

They also tend to undershoot the potential to optimise returns over the medium to long term (as people generally are prepared to pay more to live in an improved area for a given quality of dwelling). Neither are short term financial models well suited to brownfield regeneration projects where land assembly and market transformation effects need to be considered and require a longer-term return on capital horizon, and marry property development and asset management expertise.² The current residential development model is also beset with problems concerning market absorption rates – an area that was extensively interrogated by the Letwin Review.³

2.2.2 The Stewardship Approach

The Stewardship proposition has emerged as an alternative approach for strategic scale sites – based on historic precedents which delivered some of the most popular inner urban areas around the UK, and which has been translated by an increasing group of long-term landowners and investors into contemporary practice. By engaging stakeholders with a longer-term interest in a place, and by funding works with longer term patient capital than the PLC reporting cycle can support, better outcomes can be achieved. The aim is to shift the emphasis from value extraction in the short term, to value creation (economic, social, and environmental) over the long term.

¹ <https://content.knightfrank.com/research/1930/documents/en/building-better-building-beautiful-commission-cost-value-2020-7017.pdf>

² Adair, AS, Berry, JN, Deddis, WG & McGreal, WS 1998, *Attracting private finance into urban regeneration*. English Partnerships.

³ <https://www.gov.uk/government/publications/independent-review-of-build-out-final-report>

Fig 1: Requirements for a Successful Stewardship Approach

REQUIREMENTS FOR A SUCCESSFUL STEWARDSHIP APPROACH



Figure 3: Requirements for a successful stewardship approach

Critically, the stewardship model unpacks:

- Differing time horizons for financing abnormals, unlocking infrastructure and utilities, public realm, and master planning/stewardship activities i.e., 'land improvement' works (long term return on capital); from the construction of buildings (short term return on capital).
- Different risks associated with the delivery of the land improvement works enumerated above; and the risks associated with the development of a building project.
- The potential to reduce and mitigate planning risk through the adoption of collaborative scheme briefing and design development processes and the adoption of design codes where appropriate to secure as far as possible an alignment of interest in the outcomes for a given scheme or location.

The stewardship approach further:

- Enables clearer risk identification, mitigation, management, and pricing.
- Unpacks different time horizons of finance available to support the different elements of a scheme and packages 'investable' opportunities to these different segments of the property finance marketplace e.g., Infrastructure finance; project finance; real estate (mixed use; residential; commercial) – respecting that all of these property finance categories have their own business models and requirements.
- Considers the local authority planning aspiration for place making and infrastructure to be a fundamental condition of development to be satisfied to ensure well-functioning places – therefore builds-in the financing of these

elements to the business model (as opposed to negotiating them out) – thereby creating convergence of interest between the stewardship entity and planning objectives.

- Anticipates deep and broad stakeholder engagement throughout the development process to continuously test emerging propositions.
- Envisages an on-going stewardship role to build-in quality performance conditions to the delivery model of a scheme through contractual conditions as well as through planning, and to undertake Design Quality Management through the life of the project.

Fig 2: Characteristics of Standard versus Stewardship Development

Standard Development	Stewardship
Consult the Community once design well under way, generally after submission of planning application	Engage the Community and other stakeholders from the outset and on a continuing basis. Look for alignment of interest with the LPA.
Maximise the most immediately valuable use class and volume of building envelope on site, without regard for long term placemaking	Identify the most appropriate development for the physical location given economic and social needs, to drive desirability of the wider area over the long term
Make contribution to local community via s106 or CIL, negotiate down as far as possible	Consider what the wider area needs over the long term

Use high quality designers to secure planning permission then value engineer quality out of scheme	Build design quality management into every key decision on critical path.
Acquire planning permission and trade on to possibly multiple delivery providers	Build design quality, social infrastructure and place making criteria into contracts & covenants; and maintain controls through ongoing role in SPVs/JVs.
Driven by short-term returns	Driven by the creation of long-term value

Table 1: Standard vs Stewardship approaches (Source: The Stewardship Initiative)

There is a strong financial logic for undertaking development in this way, provided a long-term approach is explicitly adopted and committed to by both the land interest and investor, where mutually agreed value for money (VfM) criteria reflecting the social benefit emerging from this approach are clearly defined and mutually agreed from the outset.

Fig 3: Building Better Building Beautiful Commission – Key Principles of Stewardship Approach

KEY PRINCIPLES SUPPORTING A STEWARDSHIP APPROACH

1. A project champion is crucial, with a long-term interest in the project and the financial means to remain committed throughout
2. Determine the best long-term use for the site, to support place potential and produce an efficient use of land, resources and infrastructure
3. Adopt a longer time horizon than the reporting cycle led developer model, so "value of place" can be realised objectively
4. Move to methods of valuation that align with the longer timeframe of a patient capital investor, considering area improvement, long term cost of use and social value [Stewardship Kitemark]
5. Hard wire good design in from project inception. Secure good quality design and placemaking through design, to construction and then asset management. Create mechanisms to ensure continued quality, through contract and covenant.

(Source: Building Better, Building Beautiful Cost & Value Report)

2.2.3 The Stewardship Value Proposition

Knight Frank have undertaken market analysis highlighting the added value proposition that emerges across a range of stewardship schemes that they were asked to interrogate the financial performance of as supporting evidence for the Building Better, Building Beautiful Commission.⁴ They identified that value hikes resulting from high quality infrastructure and early phases produce a value uplift trajectory that repays the patient capital position required to underpin high quality neighbourhood development and placemaking, through significantly enhanced values across a range of measures over a medium to long timeframe.

In relation to strategic sites where this approach is particularly relevant, FuturePlaces are looking to apply and test this model to secure delivery, place-making and build quality and triple bottom line benefits to communities.

2.3 Project Inception Process

FuturePlaces deploys innovative project briefing and inception techniques to secure best project outcomes. Bringing together team with a high level of accomplishment and expertise in this area, FuturePlaces has operationalised a project inception process which follows the following stages.

Fig 4: BCP FuturePlaces' Project Inception Process Stages

1.	Extensive desk research including uses by use market research; catchment research and spatial analysis where appropriate.
2.	In person site and context survey
3.	360-degree stakeholder engagement process (the extent of this engagement will be conditioned by the scale/complexity of the project).
4.	Identification of key urban design and project design principles / FuturePlaces' team place making inputs.

⁴ <https://content.knightfrank.com/research/1930/documents/en/building-better-building-beautiful-commission-cost-value-2020-7017.pdf>

5.	Property market research inputs across all relevant property categories and detailed comparable research.
6.	Production of a tripartite brief capturing BCP Council's aspirations for the site; stakeholder requirements of the site and FuturePlaces' placemaking/, development, and asset optimisation.
7.	Co-design workshops or charette – internal BCP and external participants. (Dependent on project scale / complexity) – for reflective testing of emerging principles / project hypothesis and optionality.
8.	Production and testing of key urban design principles
9.	Formal community consultation to further test proposition. (Dependent on project scale / complexity this may take place at various stages of project trajectory)
10.	Production of reference masterplan to test capacity, layout, massing and mix of uses and systematic testing of optionality; BCP departmental, Member and community inputs sought.
11.	Once tested on viability, commercial demand, QS, through rigorous appraisal; further financial/delivery option testing project will be taken forward to planning / Outline Business Case.
12.	Design quality management requirements built-in to commercial arrangements; and DQM role undertaken throughout life of project.

All these stages are conducted on a proportionate basis relative to the scale, complexity, and value of the project.

There are many reasons for undertaking an enhanced project inception process in this way, critically however is the opportunity to 'get the scheme right' at a point when it is affordable both in time and financially to make design changes before either the design or business case hardens, and substantial sunk costs have been made. This point is well illustrated in the diagram below highlighting how this early briefing stage produces most opportunity for identifying the best project approach with opportunities for project refinement at relatively contained cost to the project.

Fig 5: Achieving Value & Potential for Change: Cost versus Timeline

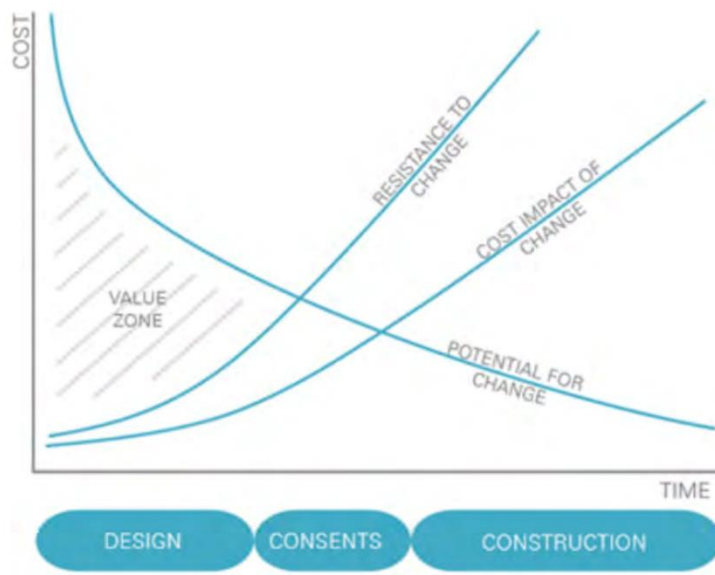


Fig 02: Achieving Value and Potential for Change, Cost Against Time

Source: Fereday Pollard

2.4 Design Quality Management

FuturePlaces operates a Design Quality Management (DQM) regime across all its projects such that best design quality is engineered into, as opposed to out of projects. This means that at all key stages on a project path design considerations will be prioritised considered with equal priority to other development management decisions.

At Carter's Quay – a BCP project that pre-dates FuturePlaces – the Company has been commissioned by the Council to rework the finalised design and to work with the design team to help ensure the quality of the project is not diluted.

Across all FuturePlaces projects, consideration is being given to how delivery arrangements put in place can embed design quality criteria through contract in complement to planning development management. As the first batch of projects moves through the delivery process this approach will be tested. There is strong precedent for such arrangements within Duchy of Cornwall practice across its strategic development sites and their development team are providing support and intelligence on this.

BCP Planning and FuturePlaces were jointly awarded a Design Code double pilot by DLUHC to produce design codes for the Lansdowne and Poole Quays areas (See 5.4.1 below). A critical test of these codes will be whether and how these can be implemented in areas whether BCP Council has limited or no ownership of land. Both areas have been the subject of planning challenge and delivery delay; they are both locations where land use is intensifying, and standard planning

instruments are being challenged and where the delivery of a high-quality public realm could significantly stimulate regeneration. The pilot will further consider whether the presence of a municipal stewardship entity in addition to a robust planning position may bring additional potential avenues to securing the overall objectives and enforcement.

2.5 FuturePlaces' ESG Commitment

It is anticipated that BCP FuturePlaces and BCP Council through its Commissioning Plan and associated Commissioning Contract will adopt a common set of ESG and quality standards. These standards will help to inform decisions on value for money (VFM) and project prioritisation both in the context of returns on investment and wider best value considerations.

Fig 7: BCP FuturePlaces ESG Standards & Tests

Standard	Source
The Stewardship Kitemark (www.stewardship-initiative.com/initiative *draft)	The Stewardship Initiative
FuturePlaces Equalities & Perspectives Checklist	BCP FuturePlaces
FuturePlaces Towards Zero Standard (in draft)	BCP FuturePlaces
Healthy Cities Toolkit (www.healthycitiescommission.org/toolkit/)	Commission on Creating Healthy Cities (CCHC)
Productive Places	WSP

3 Best Public Value for Money

FuturePlaces' place making and regeneration remit inherently requires a broad definition of 'value for money' (VfM) to be incorporated into projects to secure a range financial and non-financial benefits to support BCP Council's corporate objectives, regeneration and community value. Value For Money (VFM) is increasingly informed by ESG (Economic, Social, Governance) considerations in a commercial setting and metrics and measurement processes are becoming well-established. Such assessment is the more complex in a local authority context, where a yet broader range of social value outcomes and community requirements also need to be considered.

FuturePlaces with its newly appointed independent board, is looking to work with BCP Council to establish a jointly agreed, robust (VFM), Economic Value Add and Social Value Add assessment methodology. This will draw upon key objectives that are adopted BCP corporate policy; national best practice and upon FuturePlaces' expert knowledge of placemaking and regeneration delivery, and commitment to delivering ESG standards through their programme.

This also means determining what it is that the community needs as well as meeting objectively assessed VfM metrics, and then delivering the required project as cost effectively possible, with least risk.

Historically, the public sector has been criticised, sometimes unfairly, for conflating low cost or highest economic return, with best value. But low cost rarely guarantees lowest lifetime operating cost, and highest economic return rarely achieves best social good. It is also true that when considering any site in isolation, the "best return" in terms of financial value comes from pushing

the site envelope as far as the planning system will allow. This is in contrast to best regeneration and place making practice which will build-in overall regenerative value, consider the best approach to a site in its wider context and look at operating costs, returns and economic generation in the longer run.

Equally, failure to look beyond site to the wider impacts of a development and narrow definitions of value do not achieve best outcomes for a community. Whilst it is true that BCP desperately needs housing that is affordable locally, it also needs places for doctors' surgeries, nurseries, sports facilities, community space, public squares, local shops and places for people to work on a convenient and accessible basis. The provision of social infrastructure; operating costs; accessibility and impacts on the transport network all need to be factored in to the "value" of any proposition.

The stewardship approach, which BCP Council and FuturePlaces have innovated, looks to put best overall economic, social and environmental value at the heart of the projects it has been asked to take forward alongside best financial value.

4 Delivering on Sustainable, Healthy & Inclusive Places – Transforming Principles into Action

Often, ambitious aims and objectives set out in plans and policy documents remain as aspirations and are not translated into better places and buildings on the ground. The following section highlights how FuturePlaces is addressing key policy objectives and translating these aims into design principles; and design principles into project designs and strategies as the schemes are developed.

4.1 Place Potential / Levelling Up

The call for Levelling Up is not limited to northern constituencies. Even within attractive and unique settings such as Bournemouth, Christchurch and Poole, there are areas which are not fulfilling their place potential and have concentrations of deprivation.

The area benefits from a strong financial services sector, educational and healthcare institutions and supports a range of manufacturing businesses across a range of industries. The three towns and wider geography are also prized visitor destinations, and the visitor sector remains a strong component of the local economy. All these sectors need space to consolidate and grow, and consideration is being given by FuturePlaces, across all of its sites, as to how economic activity can be supported alongside the pressing need to accommodate housing and greater affordability.

At present, for example, it is not consistently viable to build new Grade A office stock within the conurbation, as current rent levels do not support speculative development. This may be acting as a barrier to the attraction of companies looking to expand to a new location or relocate, and so some degree of market intervention may be required. Other factors which act as barriers to fulfilment of place potential include the quality of hotel stock; the diversity of the cultural offer and the provision of housing affordable to people of all incomes and situations.

To square the circle of attracting new, high value jobs and investment; deal with the underperformance of the current housing market, and address absorption levels and housing affordability, BCP Council together with FuturePlaces is addressing regeneration in a positive, and proactive way considering how council owned land and a mix of public and private finance can

unlock the delivery of all categories of property required to underpin regeneration, best place making objectives as well as securing housing delivery and affordability.

4.2 Health, Well-being & Culture

The opportunities the conurbation offers for participation in active leisure and enjoyment of the outdoors are outstanding. This was clearly recognised by almost all participants in The Big Conversation and the quality of the natural environment and active leisure opportunity is very highly valued.

Emerging strategies for health and well-being recognise that healthy behaviour and activity starts at home and should be supported within neighbourhoods. District and town level facilities remain important centres of activity and excellence and it is recognised that the high-quality leisure offer needs to be accompanied by a strong and improved cultural offer.

FuturePlaces is supporting BCP Council in developing a strategy for upgrading or rebuilding the Dolphin Leisure Centre, bringing innovative thinking to how energy consumption can be reduced, whilst maintaining the quality of services. It is also working with the Cultural Compact and BCP Council to identify how the cultural provision and creative economy can be accommodated across the sites under development.

4.3 Inclusive Growth – Diverse & Multi-Generational Neighbourhoods

An age-balanced and multi-generational community can bring people together across life stages, reduce loneliness and social isolation, build inter-generational friendships that enhance learning and understanding, inspire confidence, and nurture feelings of being valued in the community. Bournemouth, Christchurch, and Poole have a higher-than-average proportion of elderly residents, and a smaller portion of younger residents compared to the rest of the country.

Young people and families are increasingly being priced out of the market whilst in some situations older people have limited options to downsize to more suitable accommodation within their communities – these issues, and many more local and specific housing requirements, need to be addressed on a place-by-place basis.

FuturePlaces is working across all the sites it is engaged with to understand and clearly define the locally specific housing demand and need requirements and to accommodate these, as well as broader housing objectives within their schemes.

4.4 Sustainable Development

A people-centric approach to community development places a greater emphasis on whole-place designs that are walkable and local as well as seeking fabric first and technical solutions to decarbonisation. With jobs, essential services and amenities on the doorstep, people can live out a greater part of their lives in their immediate neighbourhood - which should be designed to service all principle daily needs within a walkable radius - and claim back valuable personal time to spend with friends and family, whilst reducing trip generation and unnecessary resource consumption.

Compact urban foot printing should be central to BCP's ambition to achieve carbon neutrality ahead of 2050. Optimisation the use of land on regeneration and growth sites at a level of 'gentle density' whilst incorporating mixed land uses bring multiple benefits, such as decreased greenhouse gas emissions, reduced need to travel, and more efficient use of services and infrastructure. Many

neighbourhoods across BCP display these characteristics with places such as Southbourne, Boscombe, Ashley Cross, Westbourne, Christchurch and Poole Old Towns enjoying high levels of walkability and self-containment. A key challenge will be to consider how new development can be designed to reflect the mixed-use qualities of successful traditional neighbourhoods, reflecting this in contemporary building styles and design requirements. Equally how such local servicing can be brought to presently less well served neighbourhoods.

At Holes Bay, FuturePlaces has undertaken extensive consultation with local communities and stakeholders within Hamworthy to interrogate daily servicing needs to support more walkable lifestyles and convenience. These requirements will be built into the briefing and design of the Holes Bay masterplan.

Similarly, at Wessex Fields, consideration has been given to the daily servicing needs of the circa 12,000 working population as well as residents in the wider vicinity. The evolving masterplan will include neighbourhood servicing alongside business, lab and residential accommodation benefitting from adjacency to the hospital.

Considering the infrastructure requirement of sites and schemes and building-in capacity for adaptability and growth is equally at the heart of a sustainable development approach. FuturePlaces is adopting this discipline on strategic sites at Holes Bay, Wessex Fields - as well as looking for sustainable approaches to water, waste and energy that may serve wider, beyond-site catchments. Decarbonisation of construction and achieving resource savings throughout the life of buildings in use is a key concern and FuturePlaces are working to embed the highest standards whilst maintaining viability, adaptability and liveability.

4.5 Natural Capital, Climate & Bio-diversity Emergency

BCP's situation as a conurbation is one of the most spectacular in the UK. Surrounded to the south by the sea encompassing Poole Harbour, the second largest natural harbour in the world Christchurch Harbour; enjoying 15 miles of some of the highest quality beaches, BCP also benefits from proximity of the Dorset and Cranborne Chase Areas of Outstanding Natural Beauty and the New Forest National Park. With 22 Sites of Scientific Interest including the Stour & Avon Valleys taken together with Poole Harbour, BCP's natural capital asset is outstanding.

The quality of this natural asset brings with it a high level of responsibility – and in taking forward development and growth proposals in such a sensitive location, the highest standards in landscape and townscape assessment; building-in biodiversity net gain and landscape enhancement; and provision of significant green infrastructure to all schemes is of the highest priority.

FuturePlaces is working closely with the BCP Greenspace team to ensure that their objectives are embedded in project plans and across the overall programme and the emerging Design Codes. The Lansdowne Design Code exercise is testing how a design code can be instrumental in delivering an ambitious green infrastructure to established areas where this is lacking. Projects such as Constitution Hill, Poole and Christchurch Civic Centres where mature landscapes exist are considering how, through a renewed emphasis on landscape management and regenerative

planting, these sites can better contribute to public enjoyment and environmental benefit for future generations.

4.6 Water Management & Flood Risk

Water management is a critical area of concern across BCP. At Poole and Christchurch flood risk is an acute concern, and across the conurbation increasing consideration is being given to how the impacts of urbanisation and farming are impacting on the quality of Water in Poole Harbour, the rivers and beyond. Without a proactive approach to water management, these issues could represent a barrier to development as well as a threat to homes and livelihoods.

FuturePlaces is working with BCP colleagues and the Environment Agency to positively consider how its schemes can demonstrate good practice in on-site water management, sustainable urban drainage (SUDS) and flood mitigation.

At Holes Bay and Wessex Fields FuturePlaces is working with leading engineering practices to establish best practice in the provision and management of water, waste, and energy. At Poole Quays work is progressing with BCP Transport and Engineering department to support the delivery not only of an effective flood defence for the town, but also a high-quality new waterfront public realm and beneath the waterline, a positive approach to aquaculture. This approach will also be adopted at Holes Bay, and through partnership working with the Port of Poole.

At Christchurch, the multiple flood risk that affects the town and in particular the civic campus area/Two Rivers Meet is of great concern and has been the subject of discussion with The Environment Agency. FuturePlaces is instigating work to identify global best practice in designing for flood mitigation within similar 'delta' situations suffering multiple flood risk conditions and will look at how this might be applied both to safeguard existing homes and businesses and enable new development.

4.7 Productive Places

The fabric of our towns and cities can operate to hinder productivity, particularly where there is heavy congestion, extended commuting times, and lack of easy access to childcare and other essential facilities in vicinity of homes and work. This can lead to inequalities and divert available family funds towards supporting movement rather than paying for essentials. Embedding walkable and accessible neighbourhoods may also support higher levels of productivity and engagement in the workforce.

Across the range of projects, FuturePlaces is looking for opportunities to support more productive places, from building-in commercial property ladders to enable business start-up and growth; reinforcing high streets across the multiple centres within the conurbation to considering how places can become more accessible and walkable; and ensuring that childcare, after-school activities and the convenient servicing of daily needs are considered.

5 Project Reports

5.1 Bournemouth Projects

5.1.1 Bournemouth International Centre and ARC – Refurbishment/Redevelopment Options

The Bournemouth International Centre (BIC) is one of the largest venues for conferences and events in southern England and is a critical driver of the local economy. It was initially built as a project to support the regeneration of Bournemouth with the aim of extending the season and bringing in a much wider catchment to the town. The venue has now become dated and tired and has experienced a huge growth in competition nationally, having previously been a pioneer of the conference market in the UK. BCP's vision, as set out in the Big Plan, is to invest into the BIC to create a premier event, conference, exhibition, entertainment, sustainable business tourism and touring venue. This will place Bournemouth once again at the forefront of the industry and catalyse long-term economic impact for Bournemouth, Christchurch, and Poole.

The existing building is a large, internalised space and, whilst well-located is not fully optimising its unique seafront setting. In its current form, the BIC is impacting to cut off access to the seafront, however, could be remodelled to support the wider regeneration of the West Cliff area of Bournemouth as a high quality, sea-facing hotel and residential quarter. A critical factor in considering options for refurbishment or redevelopment will be the maintenance of the conference and events programme such that businesses that benefit from the trade generated by the BIC within the town centre are not impacted by a temporary closure of the facility.

FuturePlaces has been working with BCP Council Destination Team, BH Live and Bournemouth Development Company to consider whether, if taken together with the Winter Gardens site, a solution might be brought together across the wider site area that would enable a sequential development approach, preserving trade and supporting a wider area regeneration, including opening up improved access to the seafront.

Industry experts have been engaged to evaluate the future conferencing and events market post COVID, considering the impacts of hybrid conferencing and working, and increasing environmental requirements on businesses and audiences. This builds on prior feasibility work, to inform further testing of the spatial requirement, potential market positioning and format.

The reports reinforce the importance of expanding the volume of over-night stays through residential conferencing to bring high value economic capture into the local economy as well as looking at how the events offer for the conurbation can be supported at different levels of event scale. The importance of securing regeneration of the retail and accommodation offers to complement a renewed BIC has been underlined to support the destination offer.

A physical capacity study of the location is testing the potential fit, movement and access arrangements and sequencing to support continuity of events and conferencing in the town, as well as the optimisation of these valuable sites for enabling development and regeneration.

5.1.2 Bournemouth ARC – Westover Road

Westover Road is an historic shopping street within Bournemouth town centre attractively located next to the Lower Gardens, and within 5 minutes of the Beach and Pier. Once regarded as the 'Bond Street of the South Coast' the street continues to trade well in parts

but suffers vacancies, anti-social behaviour and some of its finer heritage frontages and canopy are in a severely damaged state.

Despite these numerous assets, the area has seen a lack of continued investment and poor maintenance of the buildings and public realm, which has diminished the overall quality and experience of Westover Road and puts its future at risk.

BCP's ambition is to put Westover Road back on the map as a go-to destination albeit recognising a shift in demand. This will be an essential component of the overall town centre regeneration and will support improving the destination and conferencing offer and serve local people and businesses.

FuturePlaces held an engagement event with local stakeholders in May 2022, to establish a shared vision for Westover Road and to agree a plan for regeneration of the street. A Charette report has been completed highlighting several physical improvements that could be put in place. The team are working with the council colleagues, BID, BH Live, local property owners, Members, and other interested parties to prioritise actions to inform a Westover Road Regeneration Strategy.

Some short-term interventions may include working with the YMCA to support its improvement plan and helping secure an extended street market offer in the Lower Gardens. Arts University of Bournemouth is moving ahead with plans for an arts-based regeneration of the former theatre in Hinton Road, and developers are taking forward plans for a student residence scheme adjacent.

FuturePlaces is in discussion with significant property owners in the area to consider how the conditions can be put in place to bring quality occupiers to the vacant properties to this highly attractive trading location, filling gaps in Bournemouth centre's retail positioning in line with its catchment potential, the opportunity of the destination and available spend. The developing regeneration strategy will anticipate collaborative delivery across a range of partners around a commonly agreed programme and desire to make a change in this core part of the town centre

5.1.3 Lansdowne & Cotlands Road

The Lansdowne area forms a gateway to the heart of Bournemouth as a main access from the Wessex Way and from the Railway Station. The area is identified in the local plan as a location for central business district activities, however a combination of impacts from permitted development rights, through office market uncertainty, new ESG requirements on office space to rising build costs have made new build office development unviable. Recent development in the area has brought hospitality businesses as well as housing, and student accommodation and increasingly, the Lansdowne is establishing an educational campus, as well as attracting residences.

The area accommodates Bournemouth University; Poole & Bournemouth College which is substantially redeveloping its Bournemouth Campus, and the Livingstone Academy through-school.

Many recent developments have been tall buildings and concern has been raised, firstly at the lack of office development coming forward and secondly at the impact that these tall

buildings have had a street level, with little coordination of frontages and minimal mixed and active uses. Recent public realm works at Holdenhurst Road have been designed to support an improvement to the pedestrian experience in the area and encourage cycling as well as enhancing the gateway function.

FuturePlaces was asked to consider how an overall strategy could be put in place to achieve council objectives and to support delivery of its Cotlands Road site. In summer 2022, BCP Planning team and FuturePlaces secured a DHLUC design code pilot for the area to develop a code to support better overall development outcomes in support of the plan and a coordinated public realm approach. An engagement event was held with key stakeholders in May 2022, to identify priorities for regeneration of the Lansdowne area, and to inform the Lansdowne Design Code. An overall urban design concept emerged from the exercise addressing public realm enhancement, pedestrian and cycle safety, green infrastructure, biodiversity net gain (BNG) and coordination of active street frontages.

This is being developed through the design coding exercise which will complete in March 2023 for delivery to DLUHC. It is intended that the design code will be taken forward by BCP Planning as an SPD and will inform the new local plan. The Cotlands Road site is a major development opportunity, and FuturePlaces is working alongside BCP Council and the Bournemouth Development Company, to bring a viable mixed-use scheme forward in alignment with the emerging Lansdowne Design Code.

5.1.4 Boscombe

Historically, Boscombe was a separate spa town however it now forms a district centre within Bournemouth. With a handsome Victorian and Edwardian heritage, its own beach, pier and strong local identity and culture, it attracts young families and a growing number of young, knowledge-based workers. Boscombe has a growing digital sector, emerging creative businesses and is a hub for higher education, through the presence of AECC University College. AFC Bournemouth's Kings Park football ground, within a short walking distance, adds to the attraction of the area. It is served by Pokesdown Station, and the Christchurch Road is a main arterial passing through Boscombe centre. Despite all of these positives, there is a high level of economic and social deprivation within the area, often driven by issues associated with substance dependency and recovery.

Boscombe has a neighbourhood plan in place and BCP Council has secured a substantial Towns Fund grant to support regeneration of the town centre. FuturePlaces has been tasked with progressing a master planned delivery strategy for the second phase of town centre regeneration, considering the future of the Sovereign Shopping Centre and adjacent sites.

To inform a reference masterplan, FuturePlaces hosted a stakeholder engagement event in March 2022 working with key BCP departments, which brought together stakeholder and community interests, reviewed prior studies, and began to establish a strategy for the second phase regeneration. A set of urban design principles were established and agreed. A critical area of focus has been to better understand the requirements of commercial occupiers in Christchurch Road to establish what conditions these businesses need to flourish. FuturePlaces had noted that, in contrast to many UK high streets, the extended

section (outside the pedestrian precinct area where the conditions differ) of Christchurch Road has relatively limited vacancy with small entrepreneurial retailers benefitting from highly affordable small-scale space with a high level of visibility. A finding of the charette was to protect the high street from automatic change of use through permitted development rights (PDR), and a proposal has been made to BCP Planning Team for an Article 4 Direction.

A market study and engagement exercise interacted with over 140 Boscombe business in an occupier study of businesses within 1km radius of the high street, to understand post COVID challenges and opportunities; and the physical and occupational challenges of the location as a trading area. The study identified emerging demand for small/affordable space suitable for start-up and entrepreneurial business; demand for easily accessible micro-sized commercial storage space; the requirement for short stay pull-in parking to support custom and servicing/deliveries, as many retail units are front-serviced; the need to protect and enhance footfall and critical mass. Creating a greater diversity of offer and attracting more young people were also identified as priorities. Within the pedestrianised section of the precinct, a distinct set of trading conditions were recognised with larger footprint units struggling in some locations; high levels of shop-lifting denting occupier confidence and the pedestrianised condition potentially inhibiting visibility of businesses and passive security.

FuturePlaces is developing a reference masterplan for the Sovereign Centre and wider area which will identify an incremental approach to the regeneration of this important BCP centre. This will aim to bring around 400 high quality new homes to the area of the right type, price-point, and tenure to meet local demand as well as student accommodation, to consolidate and support the central retail provision; deliver enhanced green and public spaces and improved connectivity to neighbouring streets and communities.

5.1.5 Wessex Fields

The Wessex Fields area of Bournemouth is one of the conurbation's highest performing employment hubs, having long-standing commercial, healthcare, civic and residential functions. It also forms a gateway to the conurbation lying immediately adjacent to the Wessex Way. The current range of land uses and activities within the area are focused on the major acute healthcare provision of the Royal Bournemouth Hospital, the civic institutions of the Crown Court, commercial office floorspace at Deansleigh Road and various retail, hotel and leisure uses. Within the wider area there are several important employers and a popular sports centre. The area suffers acute congestion at certain times.

Planning permission is in place to create a grade separated junction, providing direct access onto and off The Wessex Way from the site. The relevant land is reserved to enable this strategic objective to be brought forward at the proper time. An obligation lies with the hospital to create the first stage of a link road. The delivery of the second element of the route to form the link road indicated will lie with the developer of the scheme and costs of the link road section are presently being assessed with BCP Council.

FuturePlaces has been charged with realising an optimal development solution across the Wessex Fields site. The area offers the opportunity to create a new mixed use Meditech/life sciences, care, and medically related housing/accommodation campus to

complement and benefit from adjacency to University Hospital Dorset. The scheme needs positively address the high level of congestion both within the site and across the wider area and a lack of available parking on site. The outstanding natural environment asset of the Stour Valley Park is adjacent bringing amenity to the location.

Following a series of stakeholder interviews and consultations with the primary landowners, key urban design principles and development metrics were established. A Stakeholder Briefing Session and a Technical Workshop were held in October 2022, with FuturePlaces and their representatives. This provided an opportunity for stakeholders to raise issues or concerns, and to communicate aspirations or ideas for the area and these were fed into the design development of the reference masterplan.

The reference master planning exercise will complete in Q2 2023 and will form the basis of a planning strategy; partnership arrangement and commercial negotiations. A study is also underway to establish the utilities infrastructure requirement and cost. FuturePlaces has commissioned market testing to establish potential demand for Medi-tech/life sciences space and other commercial, community or medically related occupation. A further commission is considering potential demand for medically adjacent accommodation. The demand for NHS keyworker housing is already recognised, and the opportunity for extra care, step down care and rehabilitative care is being explored. FuturePlaces is working on delivery strategy, partnership arrangements, testing viability and considering procurement options for investment and development partners.

5.2 Christchurch Projects

5.2.1 Christchurch Civic Centre

Following local government reorganisation and the creation of BCP Council, Christchurch Civic Centre has been decommissioned as a site for council operational activities and a new operational Hub established within the library on the High Street. The Environment Agency are part-way through a study of flood risk within the Christchurch area, and a report on their future approach is expected in 2024.

Whilst not particularly noteworthy as an example of architecture, the existing civic centre building is generally in reasonable condition and is not at the end of its useful life. A building of this size contains a significant embedded carbon and demolition would be difficult to justify; the building also forms part of the present flood defences. The floorplan of the building is unusual, effectively composed of three conjoined structures. The floorplates do not however line up, which makes linear access, for example for wheelchair users, difficult. The building has only one lift, compounding inaccessibility and it is underserved with bathroom facilities. For these reasons, an initial exercise conducted by FuturePlaces and BCP Council to identify an office occupier to take the building on came to nothing.

Initial architectural studies showed that the building is difficult to convert to residential due to the floorplan, however that potential exists for conversion to hotel use. As part of the marketing exercise for the Poole Civic Centre, it became clear that some of the hotel operators were potentially interested in Christchurch Civic Centre. Initial feasibility and soft

marketing exercise determined that, although the IRR of the hotel project alone are not particularly strong, when the economic benefit to the area is considered, there are sound reasons to consider the project.

The option to convert to a hotel becomes more compelling when the other available options are considered: demolition would have negative environmental impact and is not justified at present, particularly considering demand for reuse is apparent; the unresolved flood defence position makes residential redevelopment at this point premature, and would be better taken forward as a part of a coordinated area-based scheme, dealing with abnormals and infrastructure in a co-ordinated fashion. On balance, FuturePlaces has recommended that conversion of the space for a quality boutique hotel would yield most regenerative benefit and maintain the potential to respond to future flood defence requirements. A modest new build residential scheme including parking at ground floor has also been proposed for the rear car park which would potentially come along when the flood defence strategy has been determined.

5.2.2 Christchurch Civic Centre Campus - Reference Masterplan

The extended civic campus site sits within two built-up urban areas, Purewell to the east and Christchurch Town Centre to the west and is bordered by the river Avon. The wider area includes some sites in third party ownership that are being promoted through the local plan, as well as sporting facilities that may need to be brought up to date in due course. The broader civic campus area offers a significant brownfield opportunity, and it is recognised that there is great concern locally about how the pressure for new homes and delivering affordability can be managed whilst preserving the inherent quality of the town and its setting. There is a strong rationale for identifying a master planned solution such that a coordinated flood mitigation strategy can be adopted together with a strategic green infrastructure approach; water, waste and energy strategy and coordinated development overall aspiration. The retention of control of the site in the medium term is considered advisable, to enable delivery of future flood defence works once these are agreed.

In scale, the wider campus area approximates to that of the town centre, and there is therefore the opportunity to create a contextually sensitive new mixed use urban quarter expanding Christchurch centre, to create a new walkable neighbourhood benefitting from town centre proximity and discouraging car use. If this is to be realised, significant coordinated inputs will be required as well as substantial local engagement to develop a clear view as to local aspirations and constraints.

Key factors in considering an overall masterplan and delivery strategy will be:

- Resolution of the approach to flood defence and mitigation;
- Consideration of treatment of other abnormals;
- The identification of a strategic green infrastructure plan, delivering public access, landscape enhancement, local amenity and visitor attraction and bio-diversity net gain.
- The regeneration and activation of Bridge Street;
- The opportunity at the Bridge Street Car Park to create a 'green car park' also serving as a new public space through enhanced planting.
- The opportunity to accommodate additional commercial as well as residential uses (if these are enabled by the future flood defence strategy) to create an area that is a high-quality new town quarter in its own right adding to the attraction the town centre, and its important heritage as well as producing land for much needed new homes.
- Negotiation of a joined-up approach to the development to bring together significant interests around an agreed masterplan and delivery strategy.

A 360-engagement exercise was conducted in Autumn 2022 followed by a Charette workshop in November 2022 and this exercise has informed briefing for future work to establish a reference masterplan and delivery strategy and support the aims of the evolving Neighbourhood Plan. Work in Q1 and 2 2023 will be to further consult locally and with statutory interests.

The workshop also worked with the Christchurch Neighbourhood Forum and other local interests to identify place making priorities for the town centre area. The findings are being shared so as to support the Neighbourhood Plan process.

5.3 Poole Projects

5.3.1 Holes Bay

The 40 acre (16 hectare) former power station site at Holes Bay occupies significant and highly visible location bounded by waterfront to the north and east, having a pivotal location at the Backwater Channel's eastern edge and in vicinity to Poole Old Town. If taken forward on the mixed-use basis anticipated, there is a strategic opportunity to better integrate the existing residential community of Hamworthy with the town centre area and form a new waterside town quarter reinforcing the critical mass of the urban centre of Poole on each side of the Backwater Channel. This opportunity is recognised by the Poole Quays Design Code as potentially bringing a new 'heart' to Poole with high quality waterfront development on each side of the Backwater Channel generating interest, activity, and value.

The Port of Poole lies immediately to the south of the site and is both a major centre of employment with around 1,700 employed through the port and key operators on the site and generates a high level of visitors with Brittany and Channel Island Ferries and with a marina also operating from the site. Through extensive stakeholder engagement and

consultation, Hamworthy residents have expressed their desire for significantly improved local servicing and are considering the specific housing needs of the area. The site also includes a large area used as an operational electricity switching station, situated to the north-west of the site representing both an opportunity and amenity issue.

BCP Council acquired the site to support regeneration after many years of stalled planning applications had failed to deliver development. The ground conditions left by the former power station use; operational switching station; environmentally sensitive waterside location; flood risk and site infrastructure requirement will require significant investment to unlock to secure the regeneration potential of the location. FuturePlaces has conducted comprehensive testing of historic technical recommendations for taking forward the enabling works, to support identification of an appropriate development approach and delivery model of a scheme of this scale, ambition, and complexity. It is proposed that a stewardship approach will be adopted to introduce a strongly articulated place-making timeframe to the development enabling sequential approach to building locational value and returns. This will look to fund the utilities, enabling infrastructure and public realm over an extended timeframe; whilst bringing forward a sequentially phased approach to development that will build locational value incrementally.

A meanwhile use strategy is being explored for some elements of the site whilst regeneration effects are consolidated, and locational value established. Discussions are underway with stewardship investors and Homes England to inform the business model and test support.

Extensive and ongoing community consultation includes a 360-degree stakeholder engagement exercise and public testing of key urban design principles which have emerged from this engagement through a series of forums, both in-person and online. These processes helping to shape the vision for the site and to better understand how the land may be developed to support a range of ambitions for the site, recognising its critical role in unlocking regeneration a local, town and conurbation level of scale. A Stakeholder Engagement Panel for Holes Bay and the wider area is being established which will provide an on-going opportunity for committed local and strategic interests to engage proactively in the design development process and undertake design review at critical junctures.

The site is adjacent to the Carter's Quay development, currently being built, out which is funded by BCP Council. FuturePlaces is performing a Design Quality Management (DQM) role on behalf of the council to ensure that the scheme is delivered to a quality that will be complementary to Holes Bay and to deliver the first element of the Poole Waterfront public realm.

As the technical constraint / opportunity/ infrastructure analysis concludes, FuturePlaces is starting to develop reference masterplan to support viability appraisal work and the development of delivery and planning strategies this will include upwards of 1000 new homes of different types and tenures; neighbourhood servicing, business, leisure/F&B and cultural space.

It is anticipated that, once the planning and delivery strategy is established, the reference masterplan will be taken forward Q3/4 2023. A short-term deliverable which has been

identified with input from local consultation will be the landscape enhancement of Poole Recreation Ground and adjacent woodland.

During 2023/24 FuturePlaces is also looking to establish business cases for: the enabling works and utilities; a first phase of mixed-use development between Rigler Road and the Recreation Ground; a meanwhile use strategy and delivery of the waterfront public realm. The planning strategy will also be agreed and taken forward.

5.3.2 Poole Town Centre North

To optimise and coordinate regeneration of a significant linked set of sites to the north of Poole Old Town, FuturePlaces has started work towards an urban design framework. This will encompass land running from the Dolphin Sports Centre, the Kingland Road/Lighthouse area, Kingland Crescent & Falkland Square, the 'station quarter' (including Barclays House) and the stadium site. Some of this area formed part of the prior 'Heart of Poole' strategy – which has been referenced. The area is in multiple ownership, however BCP Council own substantial freehold interests in the area and have a locus in delivering enabling and strategic infrastructure to support regeneration, and a sustainable development proposition for this significant growth area.

Several of the land interests are advancing plans for development or redevelopment significant sites within this wider area and, in order that an optimal regeneration proposition is achieved, there is an urgent need to advance an area masterplan; engage with interests as to how their development propositions contribute to this and identify the infrastructure package required to support significant growth of the town centre northwards.

Critically, there is a need to work with Network Rail / Great British Railways / South Western Railway to understand what the content and space requirement would be of a future enhanced station for Poole that would support sustainable travel and intermodal movement both for residents and visitors. This includes taking account of any infrastructure improvements that will be needed to deliver the proposed Dorset Metrolink, and other sustainable travel ambitions. FuturePlaces has embarked on a process of stakeholder engagement to include the rail operator and other key interests in this area to identify convergent and competing requirements, the technical requirement required to support multi-modal movement and to consider delivery.

The urban design strategy will also consider how the success of existing assets such as The Dolphin Shopping Centre, The Lighthouse, Bus Station, and Dolphin Sports centre can be built upon and enhanced. Critical linkages such as to the waterfront, Poole Park & Baiter, the historic High Street and Town Quay will be considered as well as the relationship to established neighbourhoods. As part of the urban design exercise consideration will be given to current housing, leisure, commercial and retail demand and consider Poole's future needs and positioning across each property category to support overall regeneration to secure Poole's 'place potential.' Consideration of the short, medium -and long- term parking requirement as a related exercise is being undertaken.

The urban design principles and framework that emerge will be the subject of substantial engagement in the coming year. This will help to establish development objectives, capacity, infrastructure, and funding requirement to inform partnership formation, co-lateral developer discussions, a strategic planning position and forward delivery and funding

strategy. It is envisaged that the wider area may have the capacity to support significant mixed-use development of the town and upwards of 1750 new homes.

The Dolphin Sports Centre

FuturePlaces has worked closely with BCP leisure and other departments, as part of the exploration of site options at Poole North, to consider an optimal strategy for the refurbishment/ replacement of the Dolphin Sports Centre, which is a corporate priority. Systematic option testing has shown that the present location, or one within the wider Kingland Road area, maintains strong public transport accessibility; opportunity for accessing adjacent uses during a single trip; and complements the emerging Poole Active Quarter linking the facilities of Poole Park through to Baiter and the quayside/marina.

FuturePlaces is reviewing development and delivery options which could encompass bringing forward related residentially driven development to support the funding and delivery proposition and deliver homes in a sustainable and convenient location.

The Lighthouse Quarter

The urgent need for improvement of the area around Poole Bus Station and The Lighthouse Arts Centre and to address local issues of anti-social behaviour, encouraged the development of a Levelling Up Fund bid to deliver a new public space at the north end of Seldown Road car park to form a new 'Lighthouse Square' also incorporating a range of public realm improvements to the underpasses and vicinity of the bus station, and leveraging a new containerised meanwhile use occupation by restaurants and entrepreneurial businesses. This bid did not receive DHLUC funding, however the plans will be rolled into the wider urban design framework and FuturePlaces will work with BCP Council look for alternative sources of funding to enable these works to take place.

5.3.3 Poole Old Town & Quays - Waterfront Regeneration Strategy & Design Code

Poole Old Town and Quays is an area of significant heritage importance. The area forms part of the Poole Town Centre Heritage Conservation Area and as such there is a planning duty to preserve or enhance the character of this area. Poole Quays has been experiencing increased development pressure for some time, but despite strong aspirational guidance, applications that have come forward have tended to fall short of the vision for Poole as a first-class south coast maritime destination and as embedded in the Neighbourhood Plan. They have generally demonstrated lack of sensitivity to the conservation context. Altogether this represents a failure to meet Poole's place potential and has resulted in planning challenge and delay,

BCP Planning and FuturePlaces were awarded a Design Code Pilot by DLUHC which aims to set a new standard of development in the area. It will also set out a masterplan for a high quality, coordinated new waterfront public realm. Themes identified in extensive stakeholder engagement exercises undertaken by BCP FuturePlaces are:

- A desire for development that responds sensitively to the historic and environmental quality of the place and secures Poole's 'place potential' through

future development both improved architectural quality and the uses that are delivered.

- Delivery of a high-quality new waterfront public realm, linking sites in a seamless approach that respects heritage setting using high quality materials, and ensuring that any new developments complement and enhance it.
- The opportunity for Poole Waterfront to join currently disparate communities and encourage walking, cycling and other forms of active leisure.
- Enhancement of residents' enjoyment of the waterfront.
- The need to expand the range of visitors, extend the visitor season and secure significantly enhanced economic capture from visits including visitors to Dorset from the county hinterland, cruise customers, passengers on Brittany Ferry's and visiting yachtsmen and crews.
- An enhanced visitor and resident experience especially including improved railway station facilities; a more diverse retail provision; cultural opportunities, entertainments, and attractions for all ages and to support visits in poor weather and as an alternative to the natural environment/sporting proposition.
- Creation of a compelling waterfront environment and heritage experience which matches the quality of other such destinations on a national and international basis.
- Securing a pedestrian and cycle friendly street environment, whilst ensuring that essential movement and access, public safety is well-maintained and competing movement and access requirements are well-mediated.
- Identification of strong, positive design guidance regime to ensure that local objectives are strongly embedded, and such that developers have a greater degree of certainty.

The Poole Quays Design Code Pilot will complete in March 2023 and will form the basis of an SPD.

Poole Waterfront

An urgent programme of flood defence work for Poole is being undertaken by BCP Council, supported by funding from the Environment Agency. To optimise the opportunity presented by these works to deliver significant public realm improvement, FuturePlaces commissioned a study to look at schemes currently being proposed by developers to consider whether their approach to the waterfront public realm is sufficiently coordinated to deliver on BCP Council's ambition for a joined up new waterfront public realm. It was found that there was no consistency and that the opportunity to deliver enhanced public realm as part of this significant flood protection measure could potentially be lost.

CF Moller Architects were retained to develop a concept public realm strategy. This identifies a co-ordinated strategy for the linear public realm and identifies a series of linked public realm opportunities to create new public spaces and relationships with the water. A 1km 'promenade' was identified around the Backwater Channel linked by the two bridges potentially bringing together the West Quay Road and Holes Bay sites as two banks of a new town quarter of Poole to form a new 'heart' of Poole.

Consideration was also given to the impact of the aggregate effects of the multiple developments along the waterfront, identifying the need for greater coordination of impact testing and technical appraisal to ensure best outcomes.

A delivery model for this important infrastructural intervention is now required, and FuturePlaces will continue to work with BCP Future Infrastructure Board, council colleagues and development interests with the aim of delivering this critical unlocking infrastructure for the regeneration of Poole.

Poole Town Quay

FuturePlaces was commissioned by BCP Council to develop a concept design for the public realm at Poole Town Quay to bring a high-quality design and delivery approach to the public realm; the infrastructure requirement for commercial operations on the quayside and to support public events. Poole Town Quay is a prime destination in need of upgrading to support Poole's visitor offer and experience. A high-quality waterfront public realm that enhances the distinctiveness of the town, respects its heritage and commercial operations, and promotes creativity and wellbeing will also help to leverage investment and regeneration.

A 360-stakeholder engagement exercise was undertaken to capture the diverse and numerous stakeholder views and requirements for the public space. This exercise informed the design concept which proposes two design options for the public realm treatment, one comprising a shared surface, and the second maintaining a carriageway for all forms of wheeled movement (other than mobility aids) as well as an upgrade of surfaces, lighting and street furniture. A public consultation exercise is planned during Q2 2023 to inform the approach to be adopted.

An outline investment case has been completed by FuturePlaces for BCP Council, to seek to progress to the next stages of this project and for consideration by the BCP Investment Committee. This looks for funding to take the scheme to detailed design and delivery.

5.3.4 Marine Sports Activity Centre

Poole Marina is a highly successful marina and sailing destination located adjacent to Poole Town Quay enjoying deep water and proximity to Poole Old Town,

A project to extend the marina is under discussion with Poole Harbour Commissioners, potentially looking to secure greater opportunities to deliver regeneration through increased patronage; to support boat building in the area as marina space is significantly constrained and enhancing the facility for all water sports to engage with the water. The project is exploring the feasibility of providing a larger, more environmentally friendly marine sports centre, to service a wider range of waterborne leisure users and the strategic objectives outlined.

The project will support delivery of Poole Harbour Commissioner's Masterplan, adopted in 2012 and which is presently being updated. This sets out the ambition to enhance services within the commercial port and the creation of a Poole Harbour Marine Centre at Poole Quay, to provide several facilities including:

- An extended marina providing secure berths for power and sail boats.

- Facilities for major marine events including tall ships and super yachts.
- New harbour walkways and viewing points for members of the public.
- A Poole Harbour Visitor attraction centre (providing a Poole Harbour awareness programme).
- Improved harbour access to local organisations including charities RNLI and commercial organisations such as Sunseeker.

FuturePlaces is supporting project investigation and due diligence and has put in place work to assess how an extended marina facility would impact on the quayside, considering what landside uses might be incorporated in an extension of the Poole Waterfront masterplan concept as far as the Poole Quays Hotel and to align with the aims of the Poole Quays Design Code.

5.3.5 Chapel Lane

The Chapel Lane area, including the new Hunger Hill landscape, is a key gateway to Poole Old Town and High Street. The Chapel Lane site comprises two car parks bi-sected by Chapel Lane, which are linked to the high street via a pedestrian route. The site is to the south of a busy road interchange, where the A350 meets West Quay Road and the B3068 at Hunger Hill. FuturePlaces propose the retention of Chapel Lane South Car Park, which fulfils a key role in servicing the town centre and is popular locally and with visitors.

The emerging development proposal envisages that Chapel Lane North Car Park, which wraps around the popular Brewhouse & Kitchen pub, will be redeveloped as a mixed-use scheme, providing active frontages through constructing adaptable Class E units, addressing Hunger Hill Green at ground floor, and restitching North Street and Chapel Lane into the urban fabric. This will significantly enhance 'overlooking' to benefit public safety as well as building back adaptable modern commercial space into Poole centre. The Class E use class allows for flexibility of occupation, which may change in character over time as the regenerative effect of this scheme and BCP Council's Heritage Action Zone work on the High Street take effect. The upper parts will comprise affordable rental homes for local people.

The Chapel Lane North scheme will create a new mixed-use block, designed at a level of scale that is responsive to the heritage context and will reinforce the High Street with new homes and business space in the immediate vicinity.

The scheme will produce circa 24 homes on the upper parts facing Hunger Hill Green; flexible Class E Units along the Hunger Hill/North Street frontage and employment space on the southern edge of the site to Chapel Lane.

5.3.6 Constitution Hill

Constitution Hill covers an area of 2.1 hectares and is accessed off Constitution Hill Road and Jellicoe Close. The site was previously used by Bournemouth & Poole College for the delivery of further education services. Locally listed former Lady Russell Cotes House and associated buildings, lie to the north of Constitution Hill behind Ocean Academy. It is a

recognisable group of buildings in the area, but all are now unused and have been subject to vandalism (and most recently to arson).

The site forms part of an historic estate landscape which has become overgrown and has lacked maintenance over a period. There is therefore an opportunity to bring the site back into active management to improve the biodiversity, undertake regenerative planting and open it up to regularised public access. There are concerns locally as to skyline and protection of important views both to and from the water.

The development opportunity comprises an element of the site area and the heritage buildings complex – if these can be saved following from the fire. The extensive woodland, complex topography and heritage buildings bring some challenges to the development strategy. The site has two distinctive areas – a lower flat area occupied by the House and ancillary buildings and a higher level including four former school lodges.

Several of the existing buildings have no architectural or historic merit and will be difficult to convert to meaningful uses and or are beyond repair. The remaining buildings were however worthy of retention, notably Lady Russell Coates House and others were capable of conversion, which would retain considerable embedded energy and carbon. FuturePlaces are working with BCP council to consider whether some or all of these buildings can be saved as part of the proposed scheme which envisaged refurbishment and reuse for community purposes.

The site, located within a largely residential area has no road frontage, and it is generally accepted that a housing-led development is appropriate. Shops and services are reasonably close by, and there is a bus route along Constitution Hill Road. The site is in the vicinity of a popular local viewpoint, and this will need to be considered, to preserve the quality of existing views and to maintain and improve public access.

FuturePlaces has submitted an Outline Business Case, with recommendations as to taking forward this site with BCP Housing with FuturePlaces retaining a Design Quality Management role.

5.3.7 Poole Civic Centre

The Poole Civic Centre site includes the attractive, Art Deco Grade II listed Civic Centre, built in 1932. An extension to the rear of the building was created in the 1980s, creating an enclosed courtyard, annexe, and multi-storey car park. The site provides a significant entry point to Poole and is at key connection through Lilliput to Sandbanks, located immediately opposite the entrance to Poole Park and between Sandbanks Road and Parkstone Road and adjacent to Poole & Bournemouth College's Poole Campus.

The site is referenced in the draft BCP Local Plan for residential re-development. Plans have previously been worked up for a partial residential development of the 'wings' of the listed building, with the former Council Chamber and related accommodation potentially to be put to the use of the Coroner's Service. FuturePlaces raised with the BCP Council in autumn 2022 that the inherent architectural quality of the building and its physical configuration could support reuse as a hotel. This could substantially leverage a step change in the quality of hotel accommodation available in the vicinity of Poole, serving the town centre and waterfront.

The civic building was decommissioned for operational activities by BCP Council in 2022.

FuturePlaces was asked to test market appetite for the delivery of a boutique, quality hotel in this location; and to interrogate the impact this reuse would have on the value of adjacent residential development opportunities in BCP council ownership.

Soft market testing demonstrated considerable developer/operator appetite for the site and location; and market analysis further showed the positive impact that a high- quality boutique hotel would bring to the development viability of the adjacent site opportunity. This approach would bring both strategic regenerative impact to Poole through setting a new quality bar in hotel accommodation and would demonstrate the market for investment in other aspects of the visitor accommodation stock, it would also directly benefit the economy through job creation and local businesses through supply chain multiplier effect.

An outline business case has been submitted to BCP Council which also includes the development of circa 350 homes of various types and tenures within the wider civic campus site.

5.3.8 Beach Road

The 1.1-hectare site is situated in the residential area of Canford Cliffs, approximately three miles from Poole Town Centre. It is currently accessed from Western Road and exits onto Beach Road whilst Pinecliff Road runs along the southern boundary. It is currently in use for half of the year, in the warmer months as overspill beach car parking for visitors and appears to be popular with local residents for year-round beach access. There are approximately 317 spaces, although additional survey work will show how many of these are compliant with present standards. Historically the site was a tree plantation and is surrounded by mature woodland.

Canford Cliffs is an established, high-value residential area and sites for development are scarce. There are no visible road frontages which might suit a commercial use, with limited demand. Consequently, the preferred development potential of the site is for residential use, replacing the quantum of public car parking on a more efficient footprint recognising the strategic importance of the carpark in serving nearby beaches albeit on a seasonal basis. This proposal responds to the loss of summer parking capacity at Poole Civic Centre where the multi-storey, which in summer has been used as additional beach parking, is being de-commissioned and will form part of the Poole Civic Centre development.

An outline business case has been produced by FuturePlaces, highlighting a development approach which creates a valuable residential opportunity linked to the construction of a quality public car park replacing the current compliant volume of car parking, and delivering a regenerative approach to the landscape. The parking approach will have capacity for expansion via decking if demand requires this.

The parking study commissioned by BCP FuturePlaces will help to determine the quantum of parking necessary to support the peak tourism period, alleviating illegal parking within the area in the peak months, and inform the design of a new parking solution for the proposed scheme. This will further consider how the parking structure might be constructed such that additional capacity might be added in future and deployed if under-

used for community benefit. Reports have also been commissioned to assess the potential for Biodiversity Net Gain and regenerative landscape and tree planting, which will inform development options.

5.4 Cross-Cutting and Thematic Projects

5.4.1 Design Codes

Introduction

BCP Council Planning Team and FuturePlaces were successful in securing the award of a dual Department for Levelling Up, Homes & Communities DLUHC/Office for Place Design Code Pilot to take forward design codes for the Lansdowne area in Bournemouth and Poole Quays. The codes will be completed by the end of March 2023 for submission to the Department. Both locations are the subject of land use intensification. The objective of the pilot will be to test whether design coding will help to support a positive planning and development process achieve outcomes that are of high quality and meet with the local authority and public aspirations for the areas.

The aim of the pathfinder programme is for Local Authorities to work with their stakeholders and the Office for Place to develop good practice design codes and processes that can serve as exemplars to others, in enhancing design quality and delivery.

The intention is to produce design codes which are aspirational in their aims, to achieve desirable development that meets local aspirations and place potential through setting out simple, concise, illustrated design requirements. The team is following the coding process as set out in the National Model Design Code, bringing local knowledge and place making expertise to deliver the codes in consultation with the Office for Place. Grant funding of £120,000 was received from DLUHC to facilitate and support the delivery aims of the programme, which has supported specialist design inputs.

Of interest will be whether the presence of FuturePlaces as a municipal stewardship entity, working alongside the planning authority to jointly identified ends, is of critical benefit to the delivery of an area-based design code particularly where schemes are already in process and delivery largely in the hands of third-party developers and land interests. BCP Planning team intend to adopt the Design Codes as Supplementary Planning Documents (SPDs).

A) Lansdowne, Bournemouth

Aim of the Design Code

The aim of the Lansdowne Design Code is to identify a code for an area under pressure to accept a high degree of land use transition, both in its use and scale. There is an existing Town Centre Development Design Guide Supplementary Planning Document however new-build to date has not delivered to the expected quality of urbanism and mix of uses found at street level in support of the area's designation as Bournemouth's central business district (CBD).

The code will provide clear parameters to developers so that an overall urban design framework is delivered in future. This aims to leverage a high-quality approach to public realm and landscape, and to deliver frontages and uses at street level to generate a vibrant and thriving place. The code will also consider issues around the delivery mix of use in support of the Local Plan objectives as BCP's central business district, and massing/height reflecting on the gateway status of the area through its adjacency to the Bournemouth railway station.

The opportunity of this pilot is to highlight good practice and innovation in the application of design codes to intelligently manage hyper-intensification of the existing built environment where there is a multiplicity of ownerships, the legacy of Permitted Development Rights and limited capacity for public sector intervention.

BCP Council and its delivery partners Bournemouth Development Company (BDC) are in control of a significant site at Cotlands Road, and this may provide an opportunity to put the code into practice and set a new quality bar in the area.

The exercise seeks to maximise Lansdowne's place potential, to secure a CBD for the BCP conurbation which will help support town centre regeneration through intensification of activity and commercial clustering; economic growth supporting inward investment and indigenous corporate growth and the overall place proposition that will link to a redevelopment of the BIC as a leading CONFEX & events facility offering state of the art facilities to business and educational event organisers.

B) Poole Quays

Aim of the Design Code

The Poole Quays Design Code aims to identify coding practice for an area under pressure for substantial land use transition both in its use and scale within the context of an important heritage waterfront area and as such is of interest to Historic England.

The area has already secured a Neighbourhood Plan.

Schemes that have come forward over recent years have displayed a high level of densification and scale, and there is a history of challenge to due to perceived failure to reflect local conservation context in terms of character and scale and the aspiration of the neighbourhood plan. Feedback from a range of stakeholder interests suggests the need for more analysis and consideration of the sensitive heritage context. Equally the need for consideration of the cumulative effects of the combined new developments, both for technical impacts and consideration of the overall impact on its massing, skyline, character and place potential. A foundation stone of such aggregate impact studies is the production of a 3D model, which FuturePlaces has commissioned.

It is anticipated that the coding process will create clear and enforceable design parameters to secure high expectations for the type and use of buildings, massing, materiality, detailing, landscape, and public realm to deliver the full potential of Poole Quays as a key element of the Poole Waterfront regeneration and place offer.

The opportunity of the pilot code is to highlight good practice and innovation in the application of design codes to intelligently manage intensification of sites within sensitive

heritage locations, linked with a municipal stewardship regime to support the project inception and long-term design quality management and public realm delivery processes.

The design code will provide guidance to teams developing building projects and public realm upgrades to ensure sensitivity to location and overall policy objectives, coordination; greater than sum of parts impacts and overall place making.

5.4.2 Charette Working Method

BCP FuturePlaces has adopted an innovative project inception and scoping process, based on the findings of the Building Better Building Beautiful Commission⁵ and core team project experience, to enhance project outcomes through deep and early engagement, property market research and through the adoption of collaborative working practices. Critically, such exercises feed into project briefing that is well informed by stakeholder views, project history and context and cross team experience.

Fereday Pollard’s analysis (see Fig 5 above) highlights that it is at the briefing stage of a project that there is most scope to influence outcomes without incurring undue cost, and this provides a strong rationale for a thorough inception and project briefing process

Fig 8: Interaction of Charettes with BCP FuturePlaces’ Project Inception Process

Activity	Description
360 Stakeholder Briefing (where project is of strategic scale, or area-based intervention)	<ul style="list-style-type: none"> • Deep and wide stakeholder engagement interviews to ascertain key issues, opportunities, constraints and ideas. • To establish adjacent workstreams and dependencies. • To highlight any key areas of tension or conflict, to be resolved through the project design and development process.
Scoping Charette (where project is of strategic scale, or area-based intervention)	Facilitated session bringing together stakeholder views between: <ul style="list-style-type: none"> • Local interests. • Elected members. • BCP council departmental inputs. BCP FuturePlaces team. • Cross-consultant team covering key disciplines. •
Placemaking Exercise	All key FuturePlaces disciplines contribute to: <ul style="list-style-type: none"> • Brief and project programme • Deliverability & business model • Place making • Urban & landscape design • Architecture • Utilities, infrastructure & servicing • Economic proposition, ESG and Social Value • Project management • Project finance

Charette Methodology

⁵ [Building Better, Building Beautiful Commission - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/consultations/building-better-building-beautiful)

A series of 'scoping charette' exercises were undertaken in 2021-2022, to initiate key strategic projects and to support the iteration of associated local regeneration strategies to:

- Enable FuturePlaces to rapidly gain a picture of an area; the key issues impacting upon it and to review any prior studies undertaken.
- To quickly establish the concerns and position of key council departments on aspects of the site or the scheme.
- To apply externally sourced topic expertise or specialisms.
- Through a process of collective urban design assessment, to identify issues and opportunities.
- Through a collective process of place making, to translate these issues and opportunities into urban design principles, to shape subsequent design exercises and strategies.
- As opposed to the standard methodology (which sequentially reacts to urban design propositions), the charette process, through multi-disciplinary working, enables the simultaneous resolution of design and place making issues.

In this way, the charette exercises have the potential to guide the internal direction of travel on an informed basis, ahead of any design development, and preceding a full public consultation that may be progressed in due course.

Following from each scoping charette exercise, a Charette Report is being produced, bringing together the urban design considerations into a consolidation diagram, reporting on findings and identifying recommendations. FuturePlaces are evolving a follow-up process, to test findings with participants, key audiences and council departments, to ensure that design principles or actions emerging are well supported and to initiate delivery strategies.

In the case of the Lansdowne and Poole Quays charettes, the exercises were framed to support the iteration of Design Codes, which have been commissioned as part of a national pilot exercise led by DLUHC. The 360-stakeholder consultation and charette processes have been highlighted as good practice with DLUHC and the Design Council.

Fig 9: BCP FuturePlaces' Charette Programme – Summary

Place	Rationale	Date	Status
Boscombe	To support the identification of a deliverable Phase Two Masterplan strategy.	March 2022	<ul style="list-style-type: none"> • Charette Report Complete. • Summary presented to the Towns Fund Board. • Project development proceeding on basis of findings. • Findings underpin the developing planning position.
Lansdowne (Design Code)	Inception stage for the Design Code Pilot.	May 2022	<ul style="list-style-type: none"> • Charette Report in draft. • Design Code in development. • Findings have informed Selective Parking Study. • Findings have informed the design development of the Bournemouth Development

			<p>Company's scheme at Cotlands Road.</p> <ul style="list-style-type: none"> • Public realm study underway, to feed into Design Code. • SPD to follow.
Westover Road	To support identification of a regeneration strategy, to guide the BIC/ARC proposition and to inform thinking on key sites.	June 2022	<ul style="list-style-type: none"> • Charette Report in draft. • Findings have informed the Selective Parking Study; BIC Futures Study; YMCA's redevelopment scheme and the Arts University Bournemouth's redevelopment scheme. . • Public realm concept design in briefing. • Project has contributed to formulation of FuturePlaces High Street Renaissance approach. • Area based Regeneration strategy to follow.
Poole Quays (Design Code)	Inception stage for Poole Quays Design Code.	September 2022	<ul style="list-style-type: none"> • Charette Report in draft. • Poole Quays Design Code underway. • Charette findings have informed the Selective Parking Study, design development of Poole Town Quay public realm concept and the Marina concept development. • Establishment of a governance and delivery board via the BCP Future Infrastructure Project Board proposed. • Establishment of Poole Quays Stakeholder Design Engagement panel is underway. • SPD to follow.
Wessex Fields	Inception phase for Wessex Fields masterplan, to uncover stakeholder interests and to understand their requirements.	October 2022	<ul style="list-style-type: none"> • Stakeholder design workshops were undertaken sequentially due to the commercially sensitive context of the developing reference masterplan. • Reference masterplan and capacity studies are due for completion Q2 2023. • Planning strategy under development. • Delivery strategy under development.
Christchurch	<p>To support the identification of a deliverable and well-informed Civic Campus/ Stoney Lane masterplan & delivery strategy.</p> <p>To provide background to the Civic Centre proposals.</p>	November 2022	<ul style="list-style-type: none"> • Charette Report in preparation. • Findings have informed the Selective Parking Study. • Technical workshops planned Q2 2022 with the Environment Agency and leading flood mitigation design experts; and one to explore strategic landscape plan (Stour & Avon Valleys), water catchment management and natural capital investment approach.

	To support the evolving Neighbourhood Plan including key development sites.		<ul style="list-style-type: none"> • Testing of findings to take place with local interests including Neighbourhood Plan team. • Development of reference masterplan for Two Rivers Meet area commenced. • Regeneration strategy to follow.
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Programme Benefits

- Establishment of joined up working practices between BCP FuturePlaces and BCP Council teams.
- Rapid familiarisation of BCP FuturePlaces with project and programme history, policy and current approach.
- In light of a hybrid working environment, the events have been particularly valuable in creating in person contacts; supporting team building and the development of a mutual working arrangement.
- Enhanced understanding of stakeholder issues and interests, which will inform projects from the earliest stage, reflecting on the Building Better Building Beautiful Commission Policy Proposal 11 – *Ensure that public engagement is wide, deep and early.*

5.4.3 The Big Conversation

Over the last year, FuturePlaces and BCP Communications team, working with 1HQ undertook an exercise to interrogate the place asset base within BCP and local views as what people and businesses feel about BCP as a place to live, visit and do business - in order to identify the core values that they hold to be most important, and to uncover what they value about Bournemouth Christchurch and Poole.

This 'discovery' exercise is intended to inform the BCP corporate place narrative and future branding exercises, and to also support BCP Planning and FuturePlaces development of an authentic and popular place vision, place making and regeneration strategy.

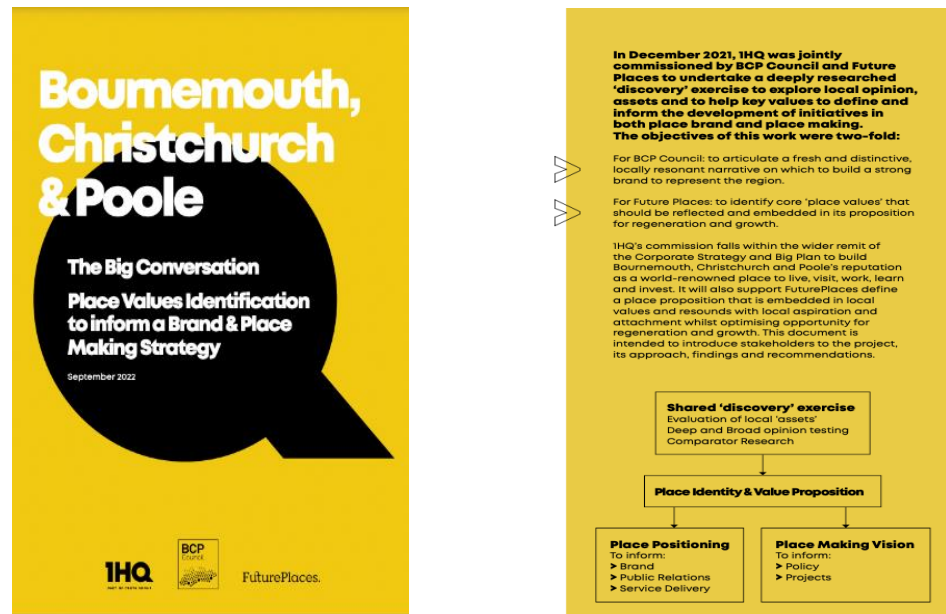
The Big Conversation consisted of a structured programme of opinion engagement combining in-depth one-to-one interviews, focus groups and surveys so that the exercise could be informed by direct engagement with BCP's multiple communities.

This opinion research has provided a thorough understanding of perceptions held by a wide and representative range of stakeholders.

Through a process of interpretation, 1HQ identified as a core commonly held value of the region, the opportunity for health and well-being and for securing a very high quality of life. They propose that this place-value might be adopted to inform BCP's developing place narrative and future branding – subject to further public and corporate testing.

Critically, if this overarching place narrative is adopted by BCP, FuturePlaces will operationalise this aim through its value for money (VfM) proposition and its project

inception and development process to embed the ambition into the developing project programme, and through the development of a Draft Regeneration Strategy.



5.4.4 BCP Retail Renaissance Strategy

A Retail Renaissance Strategy is emerging, building on the findings of the BCP Future Lab project and Future Stories report, which will be informed by the findings of the Selective Parking Study, spatial modelling and charette exercises. The emerging strategy:

- Recognises the challenges and opportunities of the polycentric urban footprint.
- Identifies the opportunity to strengthen local servicing to support sustainable, walkable and healthy neighbourhoods.
- Notes the relatively strong performance of BCP's urban village high streets including Westbourne, Ashley Cross, Southbourne, Parkstone and of Christchurch Town Centre, however, notes the challenge of regeneration of Bournemouth, Poole and Boscombe centres.
- Considers the need to take account of the interaction of retail with other commercial and community uses within the wider vicinity of a high street reversing the trend towards sterilisation of non-residential uses encouraged by the expansion of permitted development rights.
- Recognises changing high street interactions, habits, technologies and market players, taking account of their occupational requirements.
- Learns from high street research and regeneration performance elsewhere which highlights the important role proactive asset management has to play in securing

transformational change e.g., locations such as Bold Street, Liverpool; Marylebone High Street, W1; Lambs Conduit Street, WC1; Folkstone Creative Quarter.

Work is being undertaken to analyse the baseline performance and catchments of high streets and future locations within the FuturePlaces' programme (Boscombe, Westover Road/Bournemouth ARC; Christchurch; Wessex Fields; Hamworthy; Poole Town Centre) to understand respective catchments, opportunities for catchment extension and regeneration potential in terms of consumer categories, depth of spend and geographical access and walkability.

Critical asset management factors relative to locations are being identified to be addressed through area-based strategies, and close coordination with the Economic Development, Estates and Planning teams will be key to delivery. At Boscombe, a shop fronts programme is being put in place through the Towns Fund and shared work on shop front guides and specifications will emerge from this for generic application across BCP. Legal advice has been sought on the ability to deploy PLWB funding to support critical acquisitions to unlock the regeneration of high streets.

Assessment of critical factors to trading success has been undertaken through the AND study of Christchurch Road at Boscombe and through the Westover Road charette.

Key issues that have been raised to be addressed in planning for high street regeneration are:

- The need to accommodate adjacent short-term parking for customers and pull in front servicing;
- resolution of anti-social behaviours and shoplifting on key high streets;
- the benefits of through movement for passing trade and personal security;
- the need for convenient small scale lock up space to support traders
- the benefits of well-coordinated street market and events programmes to rapidly change perceptions and intensify footfall.

In locations such as Boscombe, where Christchurch Road is regenerating as a retail location with entrepreneurial and independent retailers, consideration will be given to the potential of protecting these locations from automatic permitted development rights through and Article 4 direction.

Consideration is being given to:

- The relative performance of different centres within BCP and surrounding centres such as Wimborne and Ferndown.
- Gap analysis with other well trading comparable locations to identify potential target occupiers;
- Consideration of how retail occupiers and investment can be most effectively targeted both on a conurbation and area basis potentially via 'street agency';

- Communicating the 'place potential' of the locations to the retail market recognising that BCP's overall place positioning and narrative will be key to this.
- The interaction with complementary strategies such as Destination, Visitor Accommodation, Workplace, and area-based regeneration strategies including the Future of the BIC and Poole Quays.

In locations such as Holes Bay where FuturePlaces is taking forward master planning and formulating the regeneration strategy, the body of research and analysis will feed into the delivery strategy to inform the potential of the development to provide local servicing, as identified through stakeholder engagement, to support walkability, trip reduction and neighbourhood amenity. It will also inform potential to deliver a destination waterfront to serve the emergence of the area as a visitor location in complement to the established Poole High Street and Town Quay.

5.4.5 Selective Parking Study

A parking study was commissioned to review selective sites across the FuturePlaces and Bournemouth Development Company programmes to identify baseline and likely future parking demand and patterns. The study aims to inform consideration of what parking requirement should be required of regeneration projects and will help to establish where sites are surplus to current and likely future parking requirements.